

Meeting of the Chair Nomination Committee

**2pm on Thursday, 6 February 2014
in 1B16, Technopark, London Road, London SE1**

Agenda

<i>No.</i>	<i>Item</i>	<i>Paper No.</i>	<i>Presenter</i>
1.	Welcome and apologies		Chair
2.	Declarations of Interest		Chair
3.	Minutes of the meeting of 9 October 2013 (to approve)		Chair
4.	Longlist of candidates (to consider)	CNC.01(14)	Chair
5.	Next steps (to discuss)		Chair
6.	Matters to report to the Board following this meeting		Chair
7.	Any other business		Chair
8.	Date of next meeting – tbc		Chair

Members: Andrew Owen (Chair), Douglas Denham St Pinnock, Hilary McCallion, Mee Ling Ng and James Smith

Apologies: Steve Balmont

Recruitment Consultants: Fatima Kourmbarji and Rebecca Russell (Odgers Berndtson)

With: University Secretary and Governance Officer.



London South Bank University
Pro Chancellor and Chair of
Governors

London South Bank
University

Longlist Report

Thursday 6th February 2014



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1. Advertisement

London South Bank University

Pro Chancellor and Chair of Governors

London South Bank University (LSBU) is a vibrant, diverse and enterprising modern university. It has 23,000 students from over 130 countries, yet remains rooted in its south London community and actively engaged with local students and employers. LSBU prides itself on its relentless focus on providing professional opportunities for all students, ensuring life enhancing opportunities which is relevant to employment and career success.

LSBU is seeking a successor to David Longbottom, Chair of the Board of Governors, on completion of his term in office in 2015. This appointment offers the rewarding opportunity to support the new Vice-Chancellor, Professor David Phoenix, and his executive team in delivering LSBU's mission at a time of significant change for the University and the sector as a whole.

The Role:

- Leading the Board in setting the University's strategic direction and ensuring effective stewardship of LSBU, supporting the Vice-Chancellor and staff in delivering its mission
- Representing the University externally among alumni, industry, government and its peers to strengthen the University's presence in order to influence positive outcomes and success for its students
- Supporting the University in delivering its core objectives in a financially sustainable manner, against the backdrop of significant change in the sector.

The Candidate:

- Extensive senior leadership experience gained within substantial and complex organisation in the private, public or third sector
- Excellent interpersonal and communication skills with the ability to involve influence and lead the Board of Governors. Sound judgement, a flexible approach and a strong commercial awareness
- Someone with well-developed knowledge, or understanding of and empathy with Higher Education and a commitment to LSBU's mission and values, with an appreciation of the principles of good corporate governance.

For further information, including details on how to apply, please visit: www.odgersberndtson.co.uk/45714. Closing date for applications is **31st January 2014**.



2. Candidate Brief



Candidate Brief

Brief for the position of
Pro Chancellor and Chair of Governors
London South Bank University
January 2014

London South Bank
University

Background

London South Bank University (LSBU) is a vibrant, modern, central London university. Our mission is to create professional opportunity for all who can benefit. We have a diverse, multicultural student body of 23,000 from over 130 countries. As a community university, with our roots in south London, we engage actively with students from our neighbouring London Boroughs.

About LSBU

London South Bank University is one of London's largest and oldest universities. Since 1892 we have provided students with vocationally relevant, accredited and professionally recognised education. The university is based in Southwark, London (zone 1) with a satellite campus in Havering, Essex for some health students.

Established as the Borough Polytechnic Institute in 1892, the original aim was "to promote the industrial skill, general knowledge, health and well-being of young men and women". We have inherited and cherish the role of welcoming students with potential from whatever background and helping them achieve success. This mission is central to the university and we remain true to it:

"Creating professional opportunity for all who can benefit."

Today, more than 23,000 students from 130 countries choose to study with us. All our programmes are accredited by professional bodies or developed in partnership with relevant businesses or industry. Our courses are taught by staff connected to relevant professions and underpinned by research.

Student profile

The vibrancy and diversity of inner London means we have a unique profile of student age, experience and ethnicity. 50% of our student population is drawn from ethnic minority communities; 22% are aged 21–24 and 18% aged 25–29; 59% are female; and 43% study part-time. There are around 1,300 international students on campus and more than 700 from other European Union countries.

We are committed to the promotion of equality, diversity and a supportive environment for all members of our community and aspire to be a truly inclusive organisation. The university is able to offer considerable financial assistance to students in need.

Focus on Student Success

Our primary focus is on our students and their success is the University's overriding aim. We give opportunity to all who can benefit and measure ourselves by their success in graduating and finding employment.

LSBU is at the forefront of creating opportunity for students from less advantaged backgrounds. We are ambitious for our students and help them to realise their full potential.

Teaching excellence, student-focused delivery modes and continued investment in student support are key to delivering student satisfaction.

Applied research and enterprise

We aim to be “London’s enterprising university”. We are developing and growing opportunities for contract research, knowledge transfer, consultancy and CPD, which as well as increasing our income provides greater financial independence from government.

Our focus is on applied research. We prioritise our research into areas where we believe we ‘punch above our weight’, as evidenced by our 2008 RAE performance, where we ranked 68th in the UK. We aim to maintain this position in the 2014 REF.

We plan to significantly increase the surplus from new enterprise activities over the next five years.

Campus and development

Our commitment to excellence in education, applied research and enterprise is reflected in first-class facilities. We have invested £50 million in our campus in the recent past, including developing our new Student Centre which brings all LSBU’s student services, Students’ Union and employability together under one roof.

The Borough Road Gallery opened in June 2012, a space to display the work of influential artists David Bomberg and the Borough Group. The gallery is housed directly below where Bomberg and his students worked. Exhibitions are enhanced by a programme of educational and community activities.

Our new Clarence Centre for Enterprise and Innovation, set within a Grade II-listed Georgian terrace, opened in September 2013. A major innovation, the centre houses incubation space, allied retail units, meeting rooms and an open public reception space, gallery and café for students and staff to make connections with business and industry.

Internationalisation

Our aims are two-fold: to enrich the academic experience of the university and to generate an income stream which is independent from UK government funding. We are highly cosmopolitan, with over 130 nationalities represented in the student body. More than 1,300 international students study with us, and we seek to grow those numbers by attracting more students from China, India and Nigeria, and other European Union countries.

We are developing research and academic partnerships with like-minded institutions across the world, which enriches our teaching and learning environment.

The university hosts a Confucius Institute for Traditional Chinese Medicine which has received awards for excellence from the Chinese government in 2009, 2010, 2011 and 2012.

Financial Position

The University is financially sustainable and plans to deliver a prudent annual operating surplus. This has enabled us to manage uncertainty as we invest for the future and continue to strengthen the quality of support given to students. The Board is planning a further £107m of investment in academic provision and the campus and facilities over the next five years.

Role profile

Summary

The Board wishes to appoint a successor to David Longbottom as Chair of the Board of Governors who is due to retire in July 2015, after a decade's outstanding service to LSBU. The successful candidate will serve as Vice Chair for ideally one year, as part of their familiarisation and induction into the University, before taking over as Chair of the Board later in 2015.

The Board comprises 13 independent governors, the Vice Chancellor, two academic staff governors and two student governors.

The Board meets at least five times per year, plus two annual strategy days. The successful candidate will be expected to serve on a number of committees including the Policy and Resources Committee (as Chair), Educational Character, Human Resources and Property Committees. Typically, these meet 3-4 times a year.

The Board of Governors

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

- the effective stewardship of the University to secure its academic and financial sustainability over the medium and long term;
- safeguarding the mission of the University and the services it provides for the public benefit;
- 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 Board:

- oversees all activities of the University and ensures it complies with the law;
- determines the strategic direction of the University;
- has responsibility for approving the educational character, mission and strategic vision of the University, together with its long-term academic and business plans.
- fosters an educational environment that enables students to succeed; and
- sets the values and standards of the University and ensures that its obligations to its stakeholders are understood and met;
- has overall responsibility for its academic provision, students, assets, property and estate, employees and health and safety; and
- takes all final decisions on matters of fundamental concern to the University.

The Chair is responsible for leadership of the board of the University and ensuring its effectiveness on all aspects of its role, including:

- leading the Board in its role of stewardship of the University and securing its academic and financial sustainability;
- leading the Board to ensure effective oversight of the management of the University;
- providing constructive challenge and support to the Executive, through the Vice Chancellor, to deliver the Corporate Plan.

Main duties and responsibilities of the Chair

Ensuring Effectiveness of the Board

- To ensure that the Board exercises control over the strategic direction of the University and that the performance of LSBU is critically assessed against the objectives which the Board has approved.
- To establish constructive working relationships with fellow governors and the University Executive, recognising that day-to-day management is the responsibility of the Executive.
- To be responsible for the Board's composition, development and succession planning.
- Through the Clerk to the Board, to ensure that governors receive timely and high quality information to allow them to make effective decisions.
- To engage the Board in assessing and improving its effectiveness.
- To ensure that all governors participate fully and actively in matters which come before the Board and its committees.

Conduct

- To act in accordance with the accepted standards of behaviour in public life and observe the highest standards of corporate governance, which includes ensuring and demonstrating integrity and objectivity in the transaction of business and following a policy of openness and transparency.
- 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.
- To act fairly and impartially at all times in the interests of LSBU as a whole, using independent judgement and maintaining confidentiality as appropriate.

External Role

- To act as ambassador for LSBU externally.

Person specification

The Board expects the qualities of the Chair of the Board to include:

- Strong personal commitment to higher education and to the aims and values of LSBU.
- Successful board-level experience of a large and complex organisation in either the public, private or voluntary sectors.
- The ability to analyse complex and detailed information and take a strategic view.
- Having confidence in decision making and the ability to negotiate outcomes and influence others.
- The ability to command respect across the LSBU community.
- Ability to communicate effectively with a broad range of stakeholders including regulatory bodies and to promote the university widely.
- In depth understanding of corporate governance.
- Ability to establish constructive and supportive yet challenging working relationships with the University Executive.
- Commitment to equality, diversity and inclusion.
- Legally eligible to be a company director and a charity trustee.

Terms

The role will involve some weekly time commitment, whether working remotely or on campus. It will entail chairing and attending meetings, regular meetings with the Vice Chancellor, attending meetings of HEFCE and the CUC and acting as an ambassador of the University at external events.

The role of Chair of the Board is a high profile, responsible and rewarding voluntary role. In the spirit of charity trustees, governors are not remunerated, but members may reclaim all reasonable travelling and similar expenses incurred in the course of LSBU business. The Chair has the opportunity to influence and contribute to the success of a dynamic institution that positively impacts on many people's lives.

The successful candidate will serve for ideally one year initially (or less depending on availability) as Vice Chair of the Board before commencing an initial four year term as Chair of the Board.

It is expected that the successful candidate will join the Board in May 2014.

The successful candidate will receive an in-depth induction programme. Training and development opportunities are available.

How to Apply

London South Bank University has engaged the services of Odgers Berndtson, to whom applications should be sent by the advertisement's closing date of

31st January 2014.

Applications, which will be acknowledged, should be made quoting reference **45714** as follows:

By email: 45714@odgersberndtson.co.uk

Online: www.odgers.com/45714

Applications should include:

A short covering letter explaining why this appointment interests you and how you meet the criteria as detailed in the person specification.

Curriculum vitae with educational and professional qualifications and full employment history, giving details where applicable, of budgets and numbers of people managed, relevant achievements in recent posts and latest remuneration. Please include daytime, evening and mobile telephone contact numbers and email addresses, which will be used with discretion

Details of three referees (referees will only be contacted with your knowledge and after the short-listing stage of the recruitment process); and

A completed Equality of Opportunities Monitoring Form which can be accessed as a separate download at www.odgers.com/45714. The information you give us will be treated as confidential and is for monitoring purposes only; it will not form part of the application process.

Following a long list meeting, successful candidates will be invited to attend interviews with Odgers Berndtson in London in February. Informal meetings will be held with the selection panel w/c 10 March and the final interview will take place w/c 31st March 2014.

For further information please call

Kate Penfold +44 207 529 1056

Rebecca Russell +44 207 529 6316

Fatima Koumbarji +44 207 529 6360



3. Grading Matrix



Pro Chancellor and Chair of Governors London South Bank University Grading Matrix

London South Bank
University

First Name	Last Name	Current Company	Position	Comments
Urmila (Millie)	Banerjee	British Transport Police Authority	Chair	<ul style="list-style-type: none">■ Extensive portfolio of executive and non-executive roles in diverse and complex public sector organisations.■ Highly experienced chair; led high profile organisations through challenging times including Postwatch and the British Transport Police Authority.■ Successful career within communications and telecoms. Five years as Executive Vice President for ICO Global Communications and over twenty five years with BT.■ Nine years on the board of Ofcom, where she was Chair of the Remuneration Committee and a Member of the Content Board and Nominations Committee.■ High profile public figure that is well networked.■ Former Governor of LSBU from 1994-1997. Existing understanding and affinity to the institution, albeit from fifteen years ago.■ No current interaction with universities. Would need to be probed on her current understanding of the challenges facing the sector.
Steve	Bundred	Deloitte LLP	Strategic Advisor	<p>Recommended for interview</p> <ul style="list-style-type: none">■ Experienced Chief Executive of fifteen years; successful career in local government, including seven years as Chief Executive of the London Borough of Camden.■ Seven years as Chief Executive of the Audit Commission, a large and complex public body.■ Growing board level experience spanning the public and private sectors, including Deloitte and the Office for Nuclear Regulation.■ Existing Chair experience in complex political environment, having served as Chair of Monitor for one year.■ Well networked and comfortable interacting with Westminster and Whitehall.

Grading Matrix

First Name	Last Name	Current Company	Position	Comments
				<ul style="list-style-type: none"> ■ Relevant higher education exposure through the Higher Education Commission, and having served as Audit Committee Chair of HEFCE. ■ Highly relevant experience with City University; nine years as a Council member including five years as Deputy Chair. Understands the London HE landscape. ■ Accustomed to interacting with the media, and comfortable in the public eye.
				<p>Recommended for interview</p>
Frances	Cairncross	Exeter College, University of Oxford	Rector	<ul style="list-style-type: none"> ■ Renowned and influential economist, journalist and academic. ■ Coming to end of ten year term at Exeter College, Oxford. Successful and respected Head of House. ■ Deep understanding of higher education sector, although last ten years has been spent within Oxford collegiate system. ■ Broader higher education experience as Chair of the Strategic Advisory Board for the Business School at Glasgow University. ■ Successful six years as Chair of the ESRC, which gave exposure to government lobbying and universities across all mission groups in the UK. ■ Thirteen years with the Guardian and twenty years at the Economist, including serving as Senior Editor. ■ Growing non-executive portfolio, including investment management and banking. ■ Successful fundraiser and comfortable in public eye. Very well networked. ■ Currently being courted for Chair of Council for University of London.
				<p>Recommended for interview</p>

Grading Matrix

First Name	Last Name	Current Company	Position	Comments
Jeremy	Cope	Department of Health	Chair, NHS Pay Review Body	<ul style="list-style-type: none"> ■ Thirty years with the Post Office and Royal Mail, began career in personnel and industrial relations before moving into strategy and management. ■ Extensive board-level experience; chairing experience covers government organisations, universities, logistics consultancies and communications companies. ■ Trusted adviser, and chaired two national pay review bodies for the NHS and Prison service. ■ Accustomed to working in high profile and complex environments. ■ Well networked across government and broader public sector. ■ Deep understanding of higher education, having served as Chair of Kingston University for two terms. Relevant knowledge of London universities and profile akin to LSBU. <p>Recommended for interview</p>
Marianne	Hay	Own Company (Private Equity Consultancy)	Director	<ul style="list-style-type: none"> ■ Long and successful career within financial services, former CEO of Citigroup Global Wealth Management and Head of Private Banking for Standard Chartered Bank. ■ Extensive investment management non-executive portfolio. ■ Growing non-executive portfolio within the public sector, including Fighting Force and Ace Africa, two small international charities. ■ Relevant exposure to higher education, six years involved with Greenwich University, serving on multiple committees. ■ Chaired the Greenwich University investment committee but no other chair experience to draw upon. Would be step up to chair full board. ■ Application gives less indication of breadth of networks and connections. <p>Recommended for interview</p>

Grading Matrix

First Name	Last Name	Current Company	Position	Comments
Peter	Mead	Omnicom Europe	Chairman	<ul style="list-style-type: none"> ■ Wealth of experience on a number of different boards, and has chaired organisations of a very significant size and stature, including Omnicom Europe. ■ Public sector non-executive exposure includes NSPCC and Richmond Theatre. ■ Excellent fundraising experience through work with NSPCC. ■ Grew up in Southwark, it is an area he knows and loves. ■ Strong background in communications and advertising. ■ High profile and well connected across number of sectors. ■ No exposure to higher education, his understanding and affinity to the sector and in particular LSBU would need to be probed at interview. ■ Known to colleagues in Odgers.
Recommended for interview				
Sally	Morgan	OFSTED	Chair	<ul style="list-style-type: none"> ■ Stepping down from OFSTED in the autumn, having not had her term renewed by Michael Gove. ■ Experienced Chair, current Chair of OFSTED and Future Leaders. Former Chair of the Communications Committee for the Olympic Delivery Authority. ■ Career steeped in education, began career as a teacher before moving into politics. Current adviser to ARK, an educational charity. ■ Former Political Secretary, Minister of State, and Director of Government Relations for Tony Blair's Labour Government. ■ Member of the House of Lords since 2001, well connected across Westminster and Whitehall ■ Strong higher education experience as a current board member of King's College London. Would need to probe understanding and affinity to LSBU. ■ Less commercial compared with other candidates.
Recommended for interview				



Grading Matrix

First Name	Last Name	Current Company	Position	Comments
Kieran	Murphy	Gleacher Shacklock LLP	Senior Adviser	<ul style="list-style-type: none"> ■ Senior international advisory banker for over twenty years, with extensive track record in mergers and acquisitions. ■ Broad non-executive portfolio spanning commercial and public sectors, chairs the investment committee at University College Hospitals Foundation Trust. ■ Lives in Southwark and has personal affinity to the area. ■ Additional expertise in the building and construction sector. ■ Strong higher education exposure, having served on the board for City University for past eight years, including two years as Chair of the Audit and Risk Committee. ■ Never chaired full board, logical step up although would need probing ability to lead whole council. <p>Recommended for interview</p>
Isabel	Nisbet	Cambridge International Examinations	Regional Director of Education (South East Asia)	<ul style="list-style-type: none"> ■ Currently based in Singapore and looking to return to the UK. Exploring many different opportunities but nothing concrete as yet. Candidacy therefore remains tentative. ■ Over 30 years of experience in the UK civil service, career steeped in educational reform. ■ Well connected and growing international profile and influence. ■ Additional public sector exposure having worked with the General Medical Council for four years. ■ Many short moves and interim appointments throughout career, this would need to be probed further at interview. ■ Higher education exposure running throughout career, former member of council for St George's Medical School, although has never sat on traditional university board. ■ Less chairing and non-executive experience compared with other candidates. <p>For discussion</p>

Grading Matrix

First Name	Last Name	Current Company	Position	Comments
John	Ormerod	Tribal Group Plc	Chairman	<ul style="list-style-type: none">■ Interested in the opportunity but concerns over time commitment. Will not be able to confirm availability and interest for another month, when has clearer idea about ongoing commitments. Happy for CV to be considered at this stage.■ Chartered accountant with long career within Anderson, and latterly two years with Deloitte as Senior Partner.■ An experienced portfolio director who serves on a range of technology, media and financial services businesses.■ Accomplished chair, currently chairs Tribal and formerly Walbrook and Merlin Claims Holdings.■ Public sector non-executive experience including Tribal, Transport for London, the Roundhouse Trust and the Design Museum.■ No experience of higher education, would need to probe interest and understanding of sector and current challenges.

For discussion



4. Candidates Recommended For Interview

- Urmila Banerjee
- Steve Bundred
- Frances Cairncross
- Jeremy Cope
- Marianne Hay
- Peter Mead
- Baroness Sally Morgan
- Kieran Murphy

07976 934 818 (Mobile)
020 7278 7742 (Home)
steve.bundred@gmail.com

3 Colebrooke Row,
Islington, London
N1 8DB

Kate Penfold
Odgers Berndtson
20 Cannon Street
London EC4M 6XD

Your Ref: 45714

30 January 2014

Dear Kate

Pro Chancellor and Chair, London South Bank University

Further to our recent discussions, I can confirm that I wish to be considered for appointment as Pro Chancellor and Chair of Governors at London South Bank University and attach my curriculum vitae. As you will see from this I have been the chief executive of three significant public sector bodies, two of them with a national remit, extending over a fifteen year period. I have twice been appointed by ministers as chair of a national public body. Separately from this I have been a member of four different NDPBs, and have chaired the Audit Committee of two of them. I have also held senior Board level roles in the not-for profit sector, including membership of a university council.

I am currently a Board member and Audit Committee Chair of the Office for Nuclear Regulation (ONR), a new body created by the Energy Act 2013 which I have helped to establish and which will become a separate public corporation on 1 April having formerly been an agency of the Health and Safety Executive. It brings together regulatory responsibility for the safety and security of civil nuclear installations; the safety of military nuclear installations and nuclear submarine bases; the safeguarding of radioactive materials and technologies and the safe transportation of radioactive materials. In addition, I am a Strategic Adviser to the Chairman and senior partners of Deloitte LLP. Previously I chaired the NHS Foundation Trust regulator, Monitor, and before that I was chief executive of the Audit Commission, an organisation which had oversight of more than 11,000 public bodies and housing associations, between them spending well in excess of £200bn. I therefore have extensive Board level experience, embracing leadership and influencing roles, across a range of complex bodies operating in different sectors.

In addition to my wide experience of government at all levels, and of the NHS, I also have a substantial background in further and higher education. I am a member of the Higher Education Commission and contributed to its recent report *Regulating Higher Education*. I have been a Board Member and Audit Committee chair of the Higher Education Funding Council for England (Hefce), Chair of the Higher Education Regulation Review Group, a Council member for nine years and Deputy Pro-Chancellor for five of them at City University, and a member of the Training and Enterprise Councils Assessors Committee and the Central London Training and Enterprise Council. I have also previously worked in the sector as a finance director at a London University college. In recognition of my contribution to higher education I was awarded an Honorary Doctorate of Science by City University in 2006.

As chief executive of the Audit Commission I dealt regularly with ministers and officials from thirteen Government Departments (including Number 10, the Treasury and the Cabinet Office) and led the organisation through a period of profound change. We took over from the Housing Corporation the responsibility for inspecting tenant services provided by housing associations. Together with the National Audit Office, we transferred seamlessly all our functions in Wales to the newly created Wales Audit Office. We took responsibility from government for the inspection of fire services. We overhauled the Comprehensive Performance Assessment (CPA) of local government, and later replaced it with a new Comprehensive Area Assessment. We developed new relationships with Ofsted, the Healthcare Commission and then the Care Quality Commission to provide input and support to these bodies in relation to their own service assessments. And we succeeded in doing all of this while increasing the quantity, quality and influence of our research programme, and at the same time moving our office and reducing our cost base so that we were able to build financial surpluses and refund fees paid by audited bodies. My success in this role is evident from the confidence that ministers displayed by conferring additional functions on the Commission during my time there and by my subsequent appointment as Chairman of Monitor by the Secretary of State for Health who was one of the Commission's sponsoring ministers.

I was also able in that role to inject a new focus on diversity into our inspection methodologies and research programme

and worked closely with the EHRC and disability groups in doing so. In addition, I worked in close partnership with the NAO and other inspectorates and with the major private sector audit firms – who were also competitors in a key area of our work. The Commission was the fifth largest audit practice in the country with c.2,000 staff, of whom more than 750 were fully qualified accountants. I am an accountant myself and oversaw the Commission's preparations for the introduction of NHS Foundation trusts, an audit market in which, unlike local government and other parts of the NHS, we competed on an equal footing with the private sector firms. While operating in a commercial environment in this market, we succeeded in securing a 40 per cent market share under my leadership.

Throughout my career I have been an advocate for the users of public services. As chief executive of Camden Council I delivered high quality customer facing services and my success in doing so was recognised by its designation as excellent in the first round of CPA results and by winning the LGC Council of the Year Award the same year. Later I led national improvement work in local government, both at the Improvement and Development Agency and subsequently at the Audit Commission. After assuming responsibility for housing inspection at the Commission, I included tenants as part of inspection teams. And after being appointed as Chairman of Monitor, in the wake of the first Francis Inquiry into the deaths of patients at Stafford Hospital, I oversaw the introduction of a new focus on quality and patient experience into the Monitor assessment process for Foundation Trust applications. I was also a member of the NHS National Quality Board.

My ability to command respect while providing insight and challenge as a non-executive is also demonstrated by my role in helping prepare the ONR for its new status and by my experience as a Strategic Adviser, currently to Deloitte LLP and previously to the ICAEW. At Deloitte I contribute to thought leadership and provide insight to support Deloitte's business development in the public and not-for profit sectors.

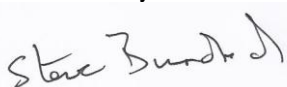
Finally, I should add that I am an experienced communicator. I have in the past regularly presented the work of Monitor and of the Audit Commission in radio, television and press interviews, and in speeches at major national conferences as well as contributing articles to national newspapers and current affairs magazines on wider issues of public policy. For example, in my last year at the Commission I was interviewed five times on the flagship BBC Radio 4 *Today* programme, and appeared on TV programmes broadcast by the BBC, ITV and Sky. I was also interviewed on the BBC Radio 4's *You and Yours* programme, and by a host of regional radio and TV news bulletins. I have also appeared on several occasions before select committees of both houses of Parliament and over the years I have spoken on a number of occasions at conferences organised by Hefce, the CUC and the BUFDG.

In short, I have a strong background in higher education and in government gained from a range of strategic and operational roles in both an executive and non-executive capacity. I have a good understanding of Whitehall and a track record of managing complex relationships (including with politicians). I have run a large, complex, public agency and have been responsible for the delivery and improvement of local customer facing services. In addition, I have financial expertise and have been responsible through my current non-executive role at ONR for ensuring proper governance of a new public body. And I have demonstrated through my work with Deloitte my ability to understand and contribute effectively to its business needs and to exert a degree of influencing skills in a private sector environment which has enabled me to command and retain the respect and confidence of the most senior leaders of one of the world's largest professional services firms. I therefore believe I have the combination of knowledge, skills and experience needed to provide effective leadership of the London South Bank University.

The three referees you have asked me to provide include the Vice-Chancellor at City University during my time on its Council, my last Chairman during my time at the Audit Commission and the former Vice-chancellor of Greenwich University who is also a former minister for higher education and who I have known and worked with in different capacities for more than thirty years. Their contact details are attached as an appendix to this letter. I have submitted the Equal Opportunities Monitoring Form separately through your website.

I look forward to hearing from you.

Yours sincerely



Steve Bundred

Referees

Professor David Rhind CBE FRS Hon FBA
Chair
Nuffield Foundation
28 Bedford Square
London
WC1B 3JS

020 7631 0566
dwrhind@googlemail.com

Michael O'Higgins
Chair
NHS Confederation
Floor 4
50 Broadway
London
SW1H 0DB

020 7799 6666
michael.ohiggins@nhsconfed.org

Baroness Blackstone
House of Lords
London SW1A 0PW

020 7219 5409
blackstonet@parliament.uk

Steve Bundred

Curriculum Vitae

I am a nationally known figure, well networked, and widely respected as a former chief executive of significant public bodies and currently as a non-executive. I have also been an influential contributor to debate about public policy over many years.

I have deep knowledge and experience of local government, the wider public sector and higher education, strong experience of public service improvement, service delivery and change management, and well-honed influencing and communication skills. I also have a strong background in accountancy and economics.

In addition, I have extensive Board level experience in bodies responsible for the delivery or regulation of a broad range of public services. I have chaired an NHS regulatory body, a review of regulation in the higher education sector and am currently a Board member of the Office for Nuclear Regulation, where I chair the Audit Committee.

I am also a Strategic Adviser to the Chairman and senior partners of Deloitte LLP, which is the UK member firm of one of the world's largest professional services practices.

Full Name and Address

Stephen Bundred
3 Colebrooke Row
Islington
London N1 8DB

Date and Place of Birth

12 December 1952
Liverpool, England (UK citizen)

e-mail: steve.bundred@gmail.com

Age, Sex and Status

61, Male
Married, 1 adult son

Telephone

07976 934818 (Mobile)
020 7278 7742 (Home)

Employment/Postholder History

<u>Dates</u>	<u>Position</u>	<u>Employer/Organisation</u>
2011 to date	Board Member (Chair of Audit Committee)	Office for Nuclear Regulation
2010 to date	Strategic Adviser	Deloitte LLP
2013 to date	Member	Higher Education Commission
2010-2011	Chairman	Monitor – The Regulator of NHS Foundation Trusts
2003-2010	Chief Executive	The Audit Commission
2003 (January – September)	Chief Executive	Improvement & Development Agency for Local Government (IDeA)

1995-2002	Chief Executive (also chief finance officer to July 1999)	London Borough of Camden (also Clerk to North London Waste Authority)
1992-1995	Director of Finance and Deputy Chief Executive	London Borough of Camden
1990-1992	Deputy Director of Finance	London Borough of Hackney
1987-1990	Director of Finance	Birkbeck College, University of London

My previous career included a variety of roles in accountancy, financial management, economics and economic and social policy research.

Education and Professional Qualifications

<u>Dates</u>	<u>Institution Attended</u>	<u>Qualification</u>
1985 – 1987 (part-time study)	Liverpool Polytechnic (CIPFA Senior Officers' Course)	C.P.F.A.
1982 – 1984 (part-time study)	London University, Birkbeck College	M.Sc. (Economics)
1970 – 1973	Oxford University, St. Catherine's College	B.A. (Philosophy, Politics & Economics) Class II honours
1964 – 1970	St. Kevin's Comprehensive School, Kirkby, Liverpool	11 GCE 'O' Levels, 4 GCE 'A' Levels

Other Relevant Information

After fifteen years as a chief executive in three different organisations I stood down as Chief Executive of the Audit Commission in March 2010 to pursue a portfolio career. Since then, I have been a chair and Board member of two public bodies, have worked at the highest level within a large private sector firm and have undertaken directly provided advisory and consultancy work through my own wholly owned company.

At the time I left the Audit Commission it was the fifth largest audit practice in the country with audit fee income of £176m in 2009/10, total income of around £200m and c.2,000 staff, of whom more than 750 were fully qualified accountants. I am myself an accountant by profession (CPFA) and was previously an Adviser to the ICAEW.

In addition to appointing auditors and undertaking audits the Commission had responsibility for the inspection of public services and for conducting research on aspects of public policy. It had a wide range of stakeholders across all levels of government and there was, in addition, a strong commercial aspect to its role. In the market for the audit of NHS Foundation Trusts it competed on an equal footing with the big four audit firms, but succeeded under my leadership in securing a forty per cent share of this market.

I joined the Audit Commission from the IDeA which co-ordinated peer reviews and supported sector-led self-improvement across all local authorities in England. My appointment was, in many respects, a national recognition of my success as Chief Executive of Camden Council.

While at Camden, I led the IDeA Local Government Improvement Programme reviews of both Birmingham City Council and Manchester City Council. I also undertook peer support work with other local authorities on behalf of the IDeA, and I was a member of the joint Cabinet Office/DTLR Local Government review team appointed in 2001 to review the capacity of central government in its dealings with local authorities. I was also a member of the Society of Local Authority Chief Executives (Solace) National Council.

I was responsible at Camden for a significant turn-round in both its financial position and service delivery performance. In my last year as Chief Executive, Camden was winner of the prestigious LGC *Council of the Year Award*, having won the *Management Team of the Year* award in the two preceding years.

In addition to my current role at the Office for Nuclear Regulation and my former position as Chairman of Monitor I have substantial non-executive experience from previous ministerial and other appointments. From 2006 to 2008 I chaired the Higher Education Regulation Review Group (HERRG), established by the Minister of State for Lifelong Learning, Further and Higher Education to advise him and to report independently of his department on aspects of the regulation of universities and HE colleges.

From 1999 to 2005 I was a Board member of the Higher Education Funding Council for England (Hefce) and chair of its Audit Committee. Prior to that, I was a member of the TEC Assessors Committee which was appointed by the then Secretary of State for Education to advise her on the collective and individual performance of Training and Enterprise Councils.

Other previous ministerial appointments have included membership of the CLG *Putting the Frontline First Taskforce*, the DTI/ODPM Local Government Taskforce on *Rethinking Construction* and the London Central Learning and Skills Council.

For nine years until 2008 I was a member of the Council of City University and was for five years its Deputy Pro-Chancellor. In recognition of my contribution to higher education, in 2006 the university awarded me an honorary Doctorate of Science.

Other previous non-executive roles include membership of the Institute for Citizenship Studies, a body I helped to establish with a former Speaker of the House of Commons in response to the recommendation of a Speaker's Commission he chaired, and chairmanship of a local charity in the London borough in which I live.

Among my published writings are many articles in professional journals; pamphlets published by the Audit Commission, the Public Management and Policy Association, the Society of Local Authority Chief Executives, and the former Local Government Management Board. I have had several articles published in the academic journal *Public Money and Management* and have also contributed to a number of books on aspects of public policy. The latter include *Opportunities in an Age of Austerity: Smart ways of dealing with the UK's fiscal deficit* (ISBN 978 1 86030 330 2); *Public Services Inspection in the UK* (ISBN 978 1 84508 130 0); *Reinventing Government Again* (ISBN 1 90489920 X); and *Choice Cuts: Essays on the improvement of local public services* (ISBN 1 903 447 41 0). In addition, until leaving the Audit Commission in 2010, I was a member of the Editorial Board of the Solace Foundation Imprint (SFI) and regularly contributed to its publications. I have since continued to do so, most recently through my contribution to the SFI pamphlet on *The Future of Public Audit* (2012) and a forthcoming ACCA pamphlet on audit and accountability.

I am also a Fellow of the RSA and a Freeman of the City of London.

FROM THE RECTOR
FRANCES CAIRNCROSS

OXFORD OX1 3DP, UK
+44 (0) 1865 279605
rector@exeter.ox.ac.uk
www.exeter.ox.ac.uk



EXETER
COLLEGE
OXFORD

30 January 2014

To whom it may concern: Pro Vice Chancellor and Chair of Governors, LSBU

I would like to apply for this post. I am currently Rector (ie, head) of Exeter College, Oxford, an appointment that ends in September 2014. I would like to continue to have a role in higher education, and to apply elsewhere some of the lessons I have learned in Oxford. I would particularly welcome an opportunity to work with a university on a different part of the academic and social spectrum from Oxford University. I would love to play a part in understanding the challenges faced by an inner-city university with a wider range of social and academic goals than those driving a 700-year-old Oxford college.

I have come to higher education after a lifetime in economic journalism: I spent 13 years on *The Guardian*, where I was the senior economic columnist; and 20 years on *The Economist*, in a variety of roles. These jobs taught me a number of skills which have been invaluable in my new career: an ability to use effectively a wide network, spanning the public and private sectors; an understanding of the difficulties of dealing with the media; some useful communication skills; and an ability to spot and ask awkward questions. The global reach of *The Economist* taught me to think of issues not in a purely British context, but always to hunt for examples of interesting practice and theory in other parts of the world.

My time at Exeter College has shown me the difference between leadership and management: the head of an Oxford college is not an executive in any sense that the outside world would recognise, but the transient chair of a workers' co-operative. Any management requires the lightest of touches and the most delicate of persuasion. On the other hand, a college responds well to leadership: students, staff and alumni have all been enthusiastic about the change in pace and atmosphere in the College during my decade there. I have faced the complex challenge of chairing a group of distinguished academics, with no real authority over them, and without the credentials of a long academic career of my own to win esteem. I have also tackled the extraordinary strategic conundrum of leading an institution that has survived for 700 years, both guarding the heritage of previous generations and trying to ensure the College is fit to tackle future challenges.

In my decade at Exeter College, I have created change on many fronts, but two in particular have been important. First, I greatly improved the quality and quantity of student housing, driving through a rebuilding programme for graduate housing and acquiring and beginning to develop a city-centre site for an undergraduate "quad". Second and equally significant, I presided over a successful transformation in the College's fund-raising and alumni relations. The impact on alumni relations in general is clear from our success in achieving donations to the Annual Fund, for two years running, of 36-37% of contactable alumni. This puts the College right at the forefront of global university fund-raising, outstripped by only a handful of top American universities. In the course of extending and building our development work, I have

travelled extensively and worked to build a global range of contacts who care about superb education for young people.

As the head of a college and the chair for the past three years of the Conference of Colleges Development Panel, I have been able to observe at close quarters the governance issues that plague one of the world's most complex university structures. One of the greatest challenges for Oxford is to find ways to make its intricate federal system an advantage rather than a handicap. My work with the Development Panel dealt largely with the search for ways to align the university's and the colleges' fund-raising activities.

But I have also worked hard – though not always successfully – to extend the social range of our students. I have worked with schools in the West Country, where our roots lie, to encourage their students to aim higher in their educational goals. In college, I have tried to open doors for our students, creating a careers and internships programme that is unique to Oxford, and bringing in speakers from many walks of life to talk about their working lives. I have especially tried to build links with recent generations to alumni, the group with whom students predictably feel the greatest bond.

I have had extensive experience as a board member and a chair of various organisations. As a Board member of the Alliance & Leicester, I was able to observe at close quarters the overlap and tensions between management and non-executive directors. As chair of the ESRC for six years, I was involved in lobbying government departments for financial support for research, and in the constant search for fairer ways to distribute scarce research funding among UK universities. As chair of the Executive Committee of the IFS, I have helped that organisation retain its precious reputation for absolute political impartiality. I understand the need for a good chair to be both encouraging and watchful.

I also have extensive experience of speaking to students and to alumni. As a journalist, I built a considerable portfolio of speaking engagements, addressing business and educational audiences around the world. In academe, I have continued to find those skills useful, both in undertaking a modest amount of teaching and in addressing all kinds of gatherings of undergraduates, graduates and alumni.

I have been at particular pains to engage with our multinational community of graduate students, and to help these young people feel welcome and comfortable at a large university. Having been an overseas graduate student myself, I feel considerable sympathy for the culture shock that many feel when they come to study in another land. Indeed, the reason for giving time and effort to any academic institution is always to improve the educational, cultural and social experience of its students. When I have succeeded in achieving that at Exeter College, I have found the greatest rewards from my role.

Yours sincerely,

Frances Cairncross

FROM THE RECTOR
FRANCES CAIRNCROSS

OXFORD OX1 3DP, UK
+44 (0) 1865 279605
rector@exeter.ox.ac.uk
www.exeter.ox.ac.uk



EXETER
COLLEGE
OXFORD

**Frances Anne Cairncross
CBE, FRSE**

2004-14 Rector, Exeter College, University of Oxford
Responsible for leading Oxford University's fourth oldest college, with a staff of approximately 150 and a turnover of some £9m.; overseeing the building of new accommodation for 106 graduate students; leading the decision to purchase and develop a city centre site for undergraduate accommodation; and developing fund-raising almost from scratch. In its most recent year, the College saw its highest ever level of donations - over £8m.- and 36% of contactable alumni made a gift.

1984-2004 Senior editor, *The Economist* magazine
Successively responsible for coverage of Britain, environmental coverage, telecoms and eventually for five years management editor (a writing, not a managerial, post).

Other recent roles, corporate boards etc:

2011-: Chair, Strategic Advisory Board, Adam Smith Business School, Glasgow University

2007-: Chair, Executive Committee, Institute for Fiscal Studies

2007-11: Member, Scottish Council of Economic Advisers

2005-06: President, British Association for the Advancement of Science.

2001-06: Chair of the Economic and Social Research Council

2004-05: High Sheriff of Greater London

2005-11: Non-executive director, Stramongate Ltd (A privately held investment management company).

2011-: Deputy Chair, Stramongate Shareholder Advisory Committee

1990-2004: Non-executive director, Alliance & Leicester plc

2003-: Fellow of Royal Society of Edinburgh

2006-: Hon Life Fellow, Royal Society of Arts

2006-: Hon Member of the British Science Association

2003-: Hon Fellow, St Peter's College, Oxford

1993-: Hon Fellow, St Anne's College, Oxford

Books:

The Company of the Future: Meeting the Management Challenges of the Communications Revolution. Harvard Business School Press 2002

The Death of Distance: How the Communication Revolution is Changing our Lives. Harvard Business School Press 2001

Costing the Earth: The Challenge for Governments, the Opportunities for Business. Harvard Business School Press 1992

Honorary degrees from Glasgow, Birmingham, City University, Loughborough, Bristol, London Metropolitan, Kingston Universities, Trinity College, Dublin and Williams College, Massachusetts

Winner, European Women of Achievement Award 2002

Education:

1965-66: MA in Economics, Brown University, RI, USA

1962-65: MA in History, St Anne's College, Oxford University: First Class honours

1956-61: Laurel Bank School, Glasgow

24 Auckland Road

London

SE19 2DJ

07971-637691

26 January 2014

I enclose my CV as part of my application to become Chair of the Board of London South Bank University. I would very much welcome the opportunity to take on this significant role in a University with a distinctive and socially important offering to its diverse range of students.

My career has essentially had two main strands. Firstly in Royal Mail, which I joined as a graduate, and worked my way through a series of HR, and then strategy, international and line roles to become a Main Board Member and UK Managing Director. During my time at Royal Mail, where my success was based on a mixture of my analytical, strategic and people skills, I became firstly a Governor and then Chair of Kingston University. This was where I first realised I had a natural skill to chair a group with very diverse opinions and backgrounds. I believe, and my VC at the time, Sir Peter Scott, confirmed when I came to the end of my two terms that I shaped an inclusive and effective strategic Board, able to challenge each other, but uniting around the key objectives of the University. One of these overriding objectives, and one of my personal core values, centred on equality and diversity, which alongside my own modest efforts as an entrepreneur, make LSBU particularly attractive.

When I left Royal Mail, I pursued my second career strand, and have built up a portfolio career. I have continued the theme of chairing and/or contributing to Boards where differences of initial view could be channelled into fully supported good decisions - I am particularly proud of my work chairing two nationally vital Pay Review Bodies for the NHS and the Prison Service eg our significant recent report on market-facing pay in the NHS.

So why try to come back to a University ? - there are two main reasons for this. Firstly I hugely enjoyed and was challenged by my time with Kingston (and everyone told me I made a difference - I was sorry the statutes did not allow me to stay for a 3rd term); secondly I have always been interested in, and valued, education in the UK, not so much for the very able, but more to help develop people to their full potential. One of my early roles was as Chair of the London Further Education Council, there is my time at Kingston, I am married to a teacher, and I have just agreed to become Chair of a new charity promoting the card game, bridge, as an educational tool for the young and particularly the old.

In summary I believe I have the skills, experience and motivation for this role, and look forward to the selection process,

Jerry Cope

JERRY COPE

24 Auckland Road, LONDON, SE19 2DJ

Email: ewartcope@aol.com

Tel: 0208-771-0973(H)

07971-637691(M)

An experienced strategic Main Board Level Chair and Non-executive, with a portfolio of roles, many connecting with the public sector and public services, seeking an additional non-executive/Chair role

Current and some recent roles

- Chair t-three Holdings,(successfully turning round a leadership consultancy, since 2004, and co-leading an MBO in 2008)
- Chair National Health Service Pay Review Body (since 2011)
- Chair Prison Service Pay Review Body (2005-2011);
- Chair English Bridge Education and Development charity (Since 2014)
- Non-Executive Director, WDP Group (2008-2014)
- Advisor Irish Postal Regulator (since 2004)
- Chair PLCWW (since June 2008)
- Chair Kingston University Board of Governors (2002- 2007, preceded by a term as a Governor)

Key Skills:

- Results-driven, change-orientated, customer-focussed general management, backed by incisive analysis.
- Setting, communicating and supporting clear direction/strategy.
- Working in a high-profile environment including with ministers, senior civil servants and regulators.
- Experienced inclusive Chair bringing together a range of views into cohesive strategies and decisions

Previous Career Summary:

GROUP MANAGING DIRECTOR ROYAL MAIL; (2001-2003)

- £30m ahead of budget profit by July 2003
- Devised, executed and led International strategy including major (£700m) overseas M&A activity, building a European parcels network now achieving profitability of over £100m
- Secured record quality of service on first-class mail delivery
- Set, communicated and implemented 8 key directions for new business
- Overhauled management structure and team
- Responsible for 5 Business Units, with combined turnover of £6bn
- Re-energised turnover and cost control
- Concluded first regulatory Licence for Royal Mail

GROUP MANAGING DIRECTOR STRATEGY AND BUSINESS DEVELOPMENT; (1995-2001)

- Integrated and managed International portfolio
- Led Central personnel team (development, reward, training, internal comms, pensions, senior appointments etc)
- Restructured pension schemes with value of £13bn
- Oversaw introduction of new Post Office Bill
- Negotiated target and commercial framework with shareholder (government)
- Formulated and agreed new Corporate Plan, following strategy review with government
- Negotiated Post Office buying into Camelot
- Introduced new leadership programme for senior managers
- Appointed Main Post Office Board April 1996

STRATEGY AND BUSINESS DEVELOPMENT DIRECTOR; (1993-1995)

- Led for Post Office on government privatisation proposals
- Devised and implemented new business planning framework and content, including restructuring
- Led strategic discussions for joint ventures

PREVIOUS POST OFFICE CAREER (joined 1973) included:

- General Manager London Letters Territory (30k employees, £750m turnover)
- Director Personnel (180k employees)
- Director Strategic Planning
- Numerous roles in personnel, line management and management services

OTHER APPOINTMENTS

- Shareholder Director Camelot 2000-2003, including re-bid against Branson
- Chair London Regional Further Education Council (2001-2), previously Member.
- Non Executive work for Home Office (GCHQ)
- Troubleshooting work in charity sector

PERSONAL/QUALIFICATIONS

- MA in Maths from Cambridge University
- MBA (MSc) from Warwick Business School
- Chartered MCIPD

Wrotham Hill Park,
Wrotham,
Kent.

25th January 2014

Ms Kate Penfold,
Odgers Berndtson,

Dear Kate,

Further to our last telephone conversation, I am writing to formally apply for the position of Pro Chancellor and Chair of the board of Governors of London South Bank University.

Many years ago, after my first degree, I obtained a Diploma in Education from the University of Edinburgh. I have had a passionate interest in education generally for my whole life, but since being involved with Greenwich University I have taken a particular interest in the higher education segment. Over the last 5 years or so I have played a role in helping Greenwich University develop as, and be run as, a commercial business but always with a focus on enhancing the student experience and employability.

In my financial services career I have chaired and been a member of many Boards of Directors. I believe I have strong leadership skills but I also understand the critical difference between an Executive role and a non Executive role.

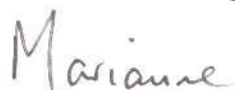
I have now been involved with Greenwich University for more than six years as both a Board member and a member of many of the University committees including the Finance Committee, the Remuneration Committee, the Long term Strategy Committee and the Honorary Degree Committee . I am a also member of the Advisory Board of the Natural Resources Institute which has been extremely successful in obtaining funding from the Gates Foundation. Over the time I have been involved with Greenwich there has been an increasing focus on internationally recognised research across the university and I have been a strong advocate of this approach.

I have embraced my role at Greenwich University with enthusiasm and have always been aware of the responsibility which accompanies it. Court members have to uphold the highest standards of corporate governance and be very active in the governance of the University. The changing environment for universities requires the provision of more detailed monitoring of processes and risk as well as the detailed analysis of the financial statements and budgets. With a change in Vice Chancellor, we have been heavily involved in mapping out a new strategic direction for the University as well as making key changes to its academic and human resources structures. As a Court we have conducted regular audits of the effectiveness of the Court and have made changes in the Key Performance Indicators which we require to be provided, to help us carry out our governance role.

There are many similarities between Greenwich and Southbank Universities. Both have students from a wide range of backgrounds and countries. Both have seen changes in their Vice Chancellors which brings new energy and strategic directions as well as challenges.

If I were given the role of Pro chancellor and Chair of the Board, I would give the opportunity the focus and commitment it deserves. I have strong communication skills and would be active in promoting the University externally.

With warm regards,

A handwritten signature in cursive script that reads "Marianne".

Marianne Hay

UNIVERSITY OF GREENWICH

Marianne Hay has been associated with the University of Greenwich since 2007 when she was asked to help devise a business plan for the Natural Resources Institute (NRI) which had been acquired by the University approximately 7 years previously. NRI is part of the Science Faculty and had an aging population of lecturers with no succession plans and a very large number of very small projects. Marianne joined the Advisory Board of NRI and in 2008 was asked to join the Court of the University.

Since 2008 Marianne has served on the Court and the Finance and Remuneration Committee. She has also been Chair of the investment Committee since 2010 and since 2013 has joined the Long Term Strategy Committee.

Marianne has sat on many tribunals, some finding for the University and others for the individual who requested the hearing.

Marianne Hay (Marianne Ismail)
Wrotham Hill Park
Wrotham, Kent TN15 7PY
Tel: 44 1732 820 375 Mob: 44 7768503788
E-mail: marianneismail@aol.com

CEO in Financial Services with Investment, Private Equity, Private Banking and business turnaround experience.

Key skills

- Leadership in a large organization
 - Experienced Board Member in many sectors
 - Strategic Planning and Implementation
 - Financial Planning and Budgeting
 - Human Resources
 - Risk Management
- Private Equity
Global Investment Management
Asset Allocation
Business Communication
Client Engagement
Media and Negotiation Skills

Outside Board Memberships

Since 2007 has been a member of the Court of the University of Greenwich, a member of the Finance Committee of the University and chair of the Investment Committee.
Boards of Fighting Force and ACE Africa and Advisory Board of Riverpeak Wealth

Career History

Private Equity Consultancy

2007 to present

Maxgen Energy

2011 to Sept. 2012

Permira

2011 to April 2012

Immobiliare Massarosa SRL, Italy

Family owned Hotel and Villa Company.

2007 to Present

Sustainability Worldwide

Property Consultancy

2010 to 2012

Banking and Financial Services

Standard Chartered Bank, London

Head of Private Banking, Europe, Middle East and Africa 2009 to October 2010

Responsible for completing the integration of American Express Bank and building the platform/processes to build a significant Private Banking presence in the region as well as RM recruitment and client acquisition. FSA Approved Person

Board Memberships

Jersey, Switzerland, Cayman, SCB International (Americas)

Citigroup London

2005 to September 2007

CEO Global Wealth Management (GWM) Europe.

Responsible for AUM \$ 50 billion on European platform. Revenues \$ 400 million. Lending book \$ 5 billion. 1000 employees

Board Memberships

Citigroup Swiss Bank (Chairman), Citigroup PLC (Director), Citigroup Global Capital Markets, Citigroup Quilter Member of Citigroup Management Committee

- More than doubled size of the business from \$170million to \$400million in 20 months including acquisition to focus on the UK onshore market. Created significant economies of scale by focusing on key developed and emerging markets.

- Increased revenue growth to 35% year on year and managed normalized expense growth to 20% resulting in an EBIT margin improvement from 6% to 16% and additional revenues of \$90million excluding acquisition

Morgan Stanley New York and London 1993-2005

Head of Private Wealth Management(PWM) EMEA. London 2002-2005

Revenues greater than \$ 350 million 800 employees.

Board Memberships

Morgan Stanley UK Bank, Morgan Stanley Swiss Bank, Morgan Stanley Quilter
Morgan Stanley Iberia Chairman.

Responsible for three businesses, Ultra high Net Worth, (UHNW), Morgan Stanley Quilter and Morgan Stanley Iberia Built on work as CIO.

In 3 years transformed profitability of each business from loss-making to average 15% margins by a combination of growth and expense management.

- Built reputation with clients and Consultants resulting in significant revenue growth.
- Developed comprehensive Financial Planning and Budgeting.
- Introduced discretionary compensation based on profitability for Morgan Stanley Quilter and Morgan Stanley Iberia.
- Promoted co-operation between Investment Bank and Private Bank.

Chief Investment Officer Private Wealth Management EMEA. London 1999-2002

Created an Investment business for Morgan Stanley Private Clients

Began an Investment Group which followed a consistent investment approach
AUMs grew from \$10 billion to \$ 20 billion

Morgan Stanley New York

President Global Emerging Markets Private Equity Fund 1997-1999

- Raised and ran \$ 250 Million Private Equity Fund.
- Recruited new teams in Asia, Latin America and Europe where there was no presence.
- Extensive company visiting globally to assess and make investments for fund. Focused on Consumer, Energy, Telecommunications and Real Estate.

Morgan Stanley New York 1993-1997

Co head Global Emerging Markets Morgan Stanley Asset Management.

- Built business from \$3billion to \$13 billion of AUM in 4 years.
- Co-Portfolio Manager for \$ 13 billion AUM in global equity and debt funds.
- Researched and invested in many unlisted companies in Emerging Europe and Asia.
- Raised and ran several NYSE quoted Emerging Markets Funds.

Early Career

Martin Currie, Edinburgh Ivory and Sime, Edinburgh

Qualifications

BSc Hons. in Genetics, Edinburgh University
Diploma in Education, Edinburgh University
Qualification of Institute of Bankers in Scotland

September 2010

Named at No 28 in the Fortune list of Most Influential Women in International Finance

Peter Mead CBE



Currently

Chairman
Omnicom Europe
26,400 employees
\$3.57 billion revenues

Vice Chairman
Omnicom Group Inc
71,000 employees
\$14.2 billion revenues

Previously

Founder, Chairman & CEO
Abbott Mead Vickers Group
1500 employees
Public company for 12 years
Consistently outperforming competition
14 companies acquired for Group
Ad agency described as
"...the most successful UK ad agency of all time."
Market cap on float £10m (1985)
Market cap when acquired by Omnicom £520m (1999)

Englefield Private Equity
On 4 man Executive Committee that ran €1.5 billion fund

Other

Wembley National Stadium Ltd
Non-Executive – specific remit to sell Club Wembley seats and achieved 95% on stadium opening

London Docklands Development Corporation
Board member during significant construction period including the Limehouse Line, the Jubilee Line and the restructuring of the Docklands Light Railway.

NSPCC - £250m Full Stop Appeal

Vice Chairman on Prince Andrew's Board. Responsible for all communications on Appeal. Target successfully achieved.

Millwall Football Club

Chairman after serving 11 years as Vice Chairman. Created the first new Stadium in London for a hundred years, and team gained promotion to football's top level for the first time in its 170 year history.

Institute of Practitioners in Advertisers

Served as President of the advertising business ruling body.

Andrea Adams Trust

Founder, Patron of charity aimed at combating psychological bullying in the work place

Richmond Theatre

Director and Trustee

Wembley Stadium plc

Non-Executive Board Director

Gardner Merchant

Non-Executive Director

Member of board that navigated takeover of company by Sodexo (leading French mass catering company)

Peter received a CBE in the 2013 Queen's Birthday Honours List

Other Past Directorships – Acquired Companies

Clarke Hooper	- Sales Promotion
Momentum	- Sales Promotion
Frew McMaster	- Investor Relations
Fishburn Hedges	- Financial & Corporate PR
Freud Communications	- Consumer & Corporate PR
Leagas Delaney	- Advertising Agency
Redwood Publishing	- Contract Magazine Publisher
Telecom Express	- Call Centre
Barraclough Hall	- Direct Marketing
PHD	- Media Planning & Buying
Aurelia PR	- Consumer PR
McBain Noel Johnson	- Studio
Electronic Studio	- Studio
Craik Jones	- Consumer PR

26 Gorst Road. London SW11 6JE. (morgan@parliament.uk)

Kate Penfold,
Odgers Berndtson.


27 January 2014

Dear Kate,

Chair of Council at London South Bank University

I am writing to confirm my interest in the post of Chair of Council. As you know from our recent conversations I have a strong interest and involvement in education. I have taken time to read the prospectus and particularly the history and development of the university and am excited about its potential going forward.

Higher education is in a turbulent and changing period with many uncertainties. This also offers opportunities, particularly to institutions such as South Bank, and I am keen to make a contribution.

Yours sincerely,


Sally Morgan
Baroness Morgan of Huyton

Sally Morgan
Baroness Morgan of Huyton

Contact details:

House of Lords, London SW1P 0PW
Email: morgan@parliament.uk Mobile +44 (0)7789 395928
PA: Katherine Pollendine +44 (0)20 3116 0782

Personal:

DOB: 28th June 1959. Married, 2 sons

Current interests:

Member of House of Lords (from 2001)

Member, European Select Committee on Social and Consumer Affairs (2005-9)
Member ad hoc Select Committee on Public Services (2012-13)
Member ad hoc Select Committee on Personal Service Companies (2013-14)

Chair OFSTED, the Office for Standards in Education, Children's Services and Skills (appointed February 2011)

Adviser to the Board of ARK (Absolute Return for Kids)

UK charity supported by the hedge fund industry. I provide strategic, policy and organisational advice. The charity operates internationally in Africa, India and Eastern Europe and in the UK where it runs academy schools.

Non-Executive Director, Carphone Warehouse PLC

Member Audit and Remuneration Committees
Chair Nomination and Regulatory Compliance Committees.

Member Global Advisory Board, Virgin Holdings

Chair, Future Leaders

UK government funded charity training potential head teachers for challenging schools.

Member of the Council of Kings College, University of London

Founder Mentor, Mentore Consulting LLP

Company providing mentoring for senior women executives

Trustee, Smile (children's hospice)

Honorary President, Scout Association Parliamentary Group

Previous positions:

2005 – 13

Board Member, Olympic Delivery Authority (2006-2012),
Chair, Communications Committee

Advisor to JPMorgan on equalities issues

Non-Executive Director Southern Cross Healthcare PLC

Member advisory panel, Lloydspharmacy

Member UK advisory panel, Humana (Europe)

Trustee, The Mayor's Fund for London (2008-2012)

Chair, Morgan Inquiry

*Inquiry established by Scout Association to produce policy recommendations
to encourage volunteering opportunities by 18-24 year olds*

November 2001 – June 2005:

Director of Government Relations, 10 Downing Street

June – November 2001:

Minister of State, Cabinet Office

Minister for Women and Equalities issues

May 1997 – May 2001:

Political Secretary to the Prime Minister, 10 Downing Street

Head of the PM's political office

January 1995 – April 1997:

Head of Political Office, Leader of the Opposition (Tony Blair)

January 1985 – December 1994:

Labour Party, various posts, including latterly Director of Elections and Campaigns

1981 – 1985:

Secondary school teacher, London

Education:

Belvedere School, Liverpool 9 O levels, 4 A levels

Durham University BA (Hons) Geography

Kings College, University of London Post-graduate Certificate in Education

London University, Institute of Education MA (Education)

Kieran Murphy

Chair of London South Bank University – reason for application

Commitment to education

In my personal life, and that of my children, as well as in my professional life, I have seen and experienced the transformational potential of HE. I wish to continue to make a personal contribution to sustain that potential.

Personal career development

I am keen to find a way in which I can continue to use the knowledge and experience which I have built up over 8 years on the Board of City University, London. Having served as a committee chairman there and elsewhere, I believe that the next step in my personal career development is to take on a Board chairman role. The timetable for succession at LSBU fits well with the end of my tenure at City.

Developments in the university sector

Successive changes in government policy and funding strategies are likely to result in a much more competitive landscape for universities generally over the next few years. This will make the sector a more interesting and challenging place to work. My background as an M&A professional means that I am well suited to help to manage the consequences of change as M&A is all about change management.

The competitive position of LSBU

Given this more competitive landscape, it will be increasingly important for each university to have a distinctive *raison d'être* which it is capable of sustaining and developing. LSBU currently has some competitive advantages – a strong focus on applied research, a natural pool of potential students and good graduate prospects - which, if it continues to capitalise on them, should leave it in a relatively strong position. It also has the potential to develop in certain areas, such as internationalisation and enterprise, which should strengthen its position in coming years. LSBU seems well placed to continue to grow and prosper, perhaps more so than some of its peer group, and I would expect that leading the board of an institution in such a positive position would be rewarding as well as challenging.

Location

I am a Southwark resident and the university is nearer my home than any other. This gives me some personal stake in the success of LSBU. It would also allow me to optimise my time commitment to the university.

Kieran Murphy

Chair of London South Bank University – response to person specification

Strong personal commitment to higher education and LSBU

My personal educational experience has showed me the transformational power of education, especially HE, and I contribute to furthering that for others both financially and through my work. I have served for 8 years on the Board of City University, an institution which is focused on business and the professions, and have repeatedly seen the way in which it develops students intellectually and prepares them for valuable economic roles in society.

Successful board-level experience of large, complex organisations

I am currently a non-executive director on the Boards of City University, a large NHS Foundation Trust, a major quoted company and a large international family-owned business. I have chaired the Audit and Risk Committee at City University and focused the committee on ensuring that the risk register is developed and utilised as a key tool in management decision making as well as overseeing the internal audit function and reporting. I currently chair the Audit Committee at Aliaxis, a major international manufacturing business, and am overseeing the development of a more systematic approach to internal audit. I am an active member of the remuneration committee at Kingspan plc and I chair the Investment Committee at University College Hospitals NHS Trust. At Dresdner Kleinwort, a major international investment bank, I had line management responsibility for the industrial sector investment banking team in Europe and the US.

Ability to analyse complex data and take a strategic view

A good Chair/NED should identify strengths in a strategy to be developed as well as weaknesses that need remedying. At City University, I persuaded the Vice Chancellor to start an extensive programme of recruitment of new senior academics sooner than originally intended so as to ensure that as many of them as possible would be in post before the start of the current REF. At Aliaxis, I encouraged the development of a 5 year planning cycle which allowed the Board to identify the urgent need to diversify into faster growing markets, culminating in a JV in India.

At Dresdner Kleinwort, I built from scratch the market's most successful advisory team in the building and construction sector by deliberately concentrating on developing long-term relationships with major European groups, rather than focusing on the heavily over-banked UK market. This led, over a period of years, to work for major businesses such as Lafarge and Saint Gobain in France, CRH in Ireland and Heidelberg Cement in Germany as well as Hanson in the UK.

Confidence in decision making and ability to negotiate and influence

Being a good adviser and a good chairman requires the ability to listen carefully to the views of others, to identify and then explain where there may be difficulties with their proposed

approach and to lead them towards an optimal solution. At Aliaxis, I was instrumental in persuading the then finance director not to leave the group for another position elsewhere, but to remain in the role with more operations management responsibility and better support within the finance function - he subsequently succeeded as group CEO. As a senior corporate finance adviser for 25 years at Dresdner Kleinwort and Gleacher Shacklock, I developed close relationships with a large number of Chairs, CEOs and FDs which allowed me both to advise on the merits of their corporate strategy and also to lead interdisciplinary teams in the negotiation of significant financial transactions.

Ability to communicate effectively with stakeholders and to command respect

I have extensive experience of contributing effectively to Boards with different stakeholders – owners, professional managers, academics, clinicians and other non-executives - having differing intellectual approaches and objectives. I have a good understanding of the UK HE field and of government generally, having worked for 8 years at HM Treasury. I am familiar with working with a wide range of regulators, whether in financial services or the public sector. As an adviser, I have over 20 years' senior level experience of promoting at Chair/CEO level the interests of the organisation for which I work.

In-depth understanding of corporate governance

I sit as a non-executive on four Boards with very different corporate cultures and approaches to governance. All are unitary Boards where non-executives share responsibility for decisions with executive colleagues. I chair an audit committee, an investment committee and a strategy committee and am a member of a remuneration committee.

Ability to establish constructive, challenging working relationships with executives

As an audit committee chair, I am familiar with the need to be able to challenge executive proposals within a framework of overall support for the executive team. I currently chair City University's Strategy Implementation and Performance Committee (SipCo), where I am responsible for (a) overseeing the development of the university's overall academic, estates and financial strategy - the 2016 strategic plan contains estates expenditure proposals totalling £135m plus more for developmental IT spend, (b) reviewing the annual Budget before presentation to Council and (c) conducting a detailed review process for all major capital expenditure programmes (of which there are currently 10). I am therefore very closely involved with senior academic and professional staff in challenging proposals to ensure their viability and in supporting them as they are subsequently considered by Council.

Commitment to equality, diversity and inclusion

City University has a strikingly diverse student base with more women than men, half from ethnic minority communities, almost half from outside the UK and nearly one-third over 24 years of age. University College Hospitals provide a roughly equal balance of highly specialist clinical services together with conventional acute hospital services to local populations in six inner London boroughs.

Kieran Murphy

Experienced non-executive director and corporate finance adviser

23, Burbage Road London SE24 9HJ
Tel. + 44 20 7738 5960 (home) + 44 7785 502825 (mobile)

kieran.murphy3@btinternet.com

Key experience

Extensive Board level experience: independent non-executive director of top-level boards and senior and experienced corporate finance adviser to chairmen and CEOs

Broad international exposure: non-executive director of two major non-UK businesses and financial adviser to large European groups for over 20 years

Familiarity with both manufacturing and B to B services: gained as a non-executive director and from widespread corporate advisory work across the construction, services and wider industrial sectors

Experience in the private and public sector: in both executive and non-executive roles

Thorough knowledge of M&A: senior advisory banker for over 20 years with experience of major cross-border transactions

Key personal skills

Leadership skills: developed over many years' day-to-day leadership of teams of intelligent and demanding professionals from a variety of different backgrounds and nationalities and, more recently, as chairman of Board Committees

Relationship-building abilities: strong track record in advising, guiding and influencing senior executives and chairmen based on trust in my judgement and on my ability both to analyse and comment constructively on complex strategic and financial problems and to provide tailor-made solutions

High-level negotiation skills: developed through participation in Board-level discussions and from having lead client relationships with major corporations and in successful execution of M&A transactions

Communication skills: accustomed to working as part of a team, responding creatively to requests from colleagues and clients for solutions to financial and other problems and to giving advice and guidance rapidly and effectively

Representational experience: extensive experience in leading business development and in representing an organisation with chairmen and CEOs

Creativity: adaptable and creative in problem solving and able to develop and present ideas so as to create solutions which will satisfy different interest groups.

Current Roles

Aliaxis S.A. www.aliaxis.com

2003 to date

Chairman, Audit Committee, non-executive director and member, Strategy Committee

Aliaxis Group is the world's leading manufacturer of plastic fluid handling systems for use in residential, industrial and infrastructure applications. It has operations in over 40 countries throughout Europe, North and South America and Asia. Turnover €2.4 bn., operating profit €179 m., 14,500 employees. Aliaxis is a private company, with its HQ in Belgium.

Kingspan Group PLC www.kingspan.com

2012 to date

Non-executive director and member, Remuneration Committee

Kingspan is a leading manufacturer of high specification insulation panels and boards and related building products, with operations throughout Europe, North America, the Middle East and Australia. Turnover €1.6 bn., operating profit €105m., 6,000+ employees. Kingspan is a public company, listed in London and Dublin, with a market value of €1.75 bn.

City University, London www.city.ac.uk

2006 to date

Chairman, Strategy Implementation and Performance Committee (2012-)

Chairman, Audit and Risk Committee (2010-12)

Non-executive director

City is a leading UK university focussed on providing academically excellent research and education for business and the professions. The university has expertise in business (Cass Business School), law (including the Inns of Court Law School), creative subjects (including a leading school of Journalism) and specialist areas of health, engineering and social sciences. Around one-third of City's students are post-graduates and almost one-half are from overseas. Turnover £185m. This is a pro bono position.

Gleacher Shacklock LLP www.gleachershacklock.com

2004 to date

Currently Senior Adviser, previously Partner (2004-2012)

Gleacher Shacklock provides high-level independent corporate finance and M&A advice to major quoted companies and other organisations. I have been a senior member of the firm almost since inception, advising chairmen, chief executives and finance directors on strategic and financial decisions and executing M&A transactions. Clients include BAE Systems, Capita, Anglian Water, Enterprise, Lafarge, Saint Gobain, Goldshield and Celtic Resources.

University College Hospitals NHS Foundation Trust www.uclh.org **2014**

Chairman, Investment Committee and non-executive director

UCLH is one of the largest NHS trusts in the UK and provides acute and specialist services across six hospitals in central London. It is a key member of UCL Partners, which pools resources and expertise to produce outstanding research to deliver benefits more rapidly to patients. Turnover £700 million, some 700,000 outpatients and 120,000 inpatients each year.

Personal details and Interests

Date of Birth: 10 July 1958. Married with 2 children.

I sing regularly in a number of London choirs and also play the piano. I was awarded the piano Performance Diploma of the Royal Schools of Music in 2005. Other interests include bird-watching, wine, cookery and food and reading.

Education

St. John's College, Cambridge **1976-1979**
Awarded open scholarship on entrance
Natural Sciences B.A. (Hons.) (1979); M.A. (Hons.) (1983)

Latymer Upper School, London W6 **1967-1976**
10 'O' Levels, 3 'A' Levels, 2 'S' Levels

Previous Roles

Kleinwort Benson/Dresdner Kleinwort Wasserstein **1988-2003**

Global Head of Industrial Sector, Investment Banking Division **1995-2003**
Director/Managing Director, Corporate Finance

I managed all aspects – strategic and operational - of a sector-focused corporate finance advisory team of, at its peak, 4 directors and 12 other professional staff. I lead the firm's relationships with a number of major European groups, including Hanson, Lafarge, Saint Gobain and CRH. I managed the entire mergers and acquisitions process, leading transaction teams across a variety of disciplines (debt and equity finance, foreign exchange, etc) so as to provide clients the complete range of services necessary for the successful execution and financing of large cross-border transactions. I built, developed and managed a highly successful team, developed a business plan, monitored performance against plan, allocated human resources across team activities, promoted career development, ensured compliance with training programmes and contributed to compensation decisions. I also played an active role in the recruitment and selection of individuals for senior positions within the division.

HM Treasury **1980-1988**

I was successful in the civil service open competition examinations for the fast track Administration Trainee Programme and promoted to grade 7 in 1985. Postings included Private Secretary to the Permanent Secretary (Sir Peter Middleton), work on the annual Budget, advice on the privatisation of BT and development of policy and practice in relation to the deregulation of building societies.

Kieran Murphy

Chair of London South Bank University – reason for application

Commitment to education

In my personal life, and that of my children, as well as in my professional life, I have seen and experienced the transformational potential of HE. I wish to continue to make a personal contribution to sustain that potential.

Personal career development

I am keen to find a way in which I can continue to use the knowledge and experience which I have built up over 8 years on the Board of City University, London. Having served as a committee chairman there and elsewhere, I believe that the next step in my personal career development is to take on a Board chairman role. The timetable for succession at LSBU fits well with the end of my tenure at City.

Developments in the university sector

Successive changes in government policy and funding strategies are likely to result in a much more competitive landscape for universities generally over the next few years. This will make the sector a more interesting and challenging place to work. My background as an M&A professional means that I am well suited to help to manage the consequences of change as M&A is all about change management.

The competitive position of LSBU

Given this more competitive landscape, it will be increasingly important for each university to have a distinctive *raison d'être* which it is capable of sustaining and developing. LSBU currently has some competitive advantages – a strong focus on applied research, a natural pool of potential students and good graduate prospects - which, if it continues to capitalise on them, should leave it in a relatively strong position. It also has the potential to develop in certain areas, such as internationalisation and enterprise, which should strengthen its position in coming years. LSBU seems well placed to continue to grow and prosper, perhaps more so than some of its peer group, and I would expect that leading the board of an institution in such a positive position would be rewarding as well as challenging.

Location

I am a Southwark resident and the university is nearer my home than any other. This gives me some personal stake in the success of LSBU. It would also allow me to optimise my time commitment to the university.

Kieran Murphy

Experienced non-executive director and corporate finance adviser

23, Burbage Road London SE24 9HJ

kieran.murphy3@btinternet.com

Tel. + 44 20 7738 5960 (home) + 44 7785 502825 (mobile)

Key experience

Extensive Board level experience: independent non-executive director of top-level boards and senior and experienced corporate finance adviser to chairmen and CEOs

Broad international exposure: non-executive director of two major non-UK businesses and financial adviser to large European groups for over 20 years

Familiarity with both manufacturing and B to B services: gained as a non-executive director experience and from widespread corporate advisory work across the construction, services and wider industrial sectors

Experience in the private and public sector: in both executive and non-executive roles

Thorough knowledge of M&A: senior advisory banker for over 20 years with experience of major cross-border transactions

Key personal skills

Leadership skills: developed over many years' day-to-day leadership of teams of intelligent and demanding professionals from a variety of different backgrounds and nationalities and, more recently, as chairman of Board Committees of a major university

Relationship-building abilities: strong track record in advising, guiding and influencing senior executives and chairmen based on trust in my judgement and on my ability both to analyse and comment constructively on complex strategic and financial problems and to provide tailor-made solutions

High-level negotiation skills: developed through participation in Board-level discussions and from having lead client relationships with major corporations and in successful execution of M&A transactions

Communication skills: accustomed to working as part of a team, responding creatively to requests from colleagues and clients for solutions to financial and other problems and to giving advice and guidance rapidly and effectively

Representational experience: extensive experience in leading business development and in representing an organisation at the highest level

Creativity: adaptable and creative in problem solving and able to develop and present ideas so as to create solutions which will satisfy different interest groups.

Current Roles

City University, London www.city.ac.uk **2006 to date**

Independent non-executive Board member; Chairman, Strategy Implementation and Performance Committee (2012-) and Chairman, Audit and Risk Committee (2010-12)

City is a leading UK university focussed on providing academically excellent research and education for business and the professions. The university has expertise in business (Cass Business School), law (including the Inns of Court Law School), creative subjects (including a leading school of Journalism) and specialist areas of health, engineering and social sciences. Almost half of City's students are post-graduates and over one-third are from overseas, drawn from over 150 countries. This is a pro bono position.

Gleacher Shacklock LLP www.gleachershacklock.com **2004 to date**

Partner (2004-2012), now Senior Adviser

Gleacher Shacklock provides high-level independent corporate finance and M&A advice to major quoted companies and other organisations. I have been a senior member of the firm almost since inception, advising chairmen, chief executives and finance directors on strategic and financial decisions and executing M&A transactions. Clients have included BAE Systems, Capita, Enterprise plc, Lafarge, Saint Gobain, Goldshield plc and Celtic Resources.

Aliaxis S.A. www.aliaxis.com **2003 to date**

Non-executive Director and Member of Board Strategy Committee

Aliaxis Group is the world's leading manufacturer of plastic fluid handling systems for use in residential, industrial and infrastructure applications. It has manufacturing operations in over 40 countries throughout Europe, North and South America and Asia. Turnover €2¼ bn., operating profit €175 m., 14,500 employees. Aliaxis is a private company, with its HQ in Belgium, but operates on substantially the same basis as a public company.

Kingspan Group PLC www.kingspan.com **2012 to date**

Non-executive Director

Kingspan is a leading manufacturer of high specification insulation panels and boards and related building products, with manufacturing operations throughout Europe and in North America. Turnover €1½ bn., operating profit €90m., 5,900 employees. Kingspan is a public company, listed in London and Dublin, with a market cap. of €1.3 bn.

Personal details and Interests

Date of Birth: 10 July 1958. Married with 2 children.

I sing regularly in a number of London choirs and also play the piano. I was awarded the piano Performance Diploma of the Royal Schools of Music in 2005. Other interests include bird-watching, wine, cookery and food and reading.

Education

St. John's College, Cambridge Awarded open scholarship on entrance Natural Sciences B.A. (Hons.) (1979); M.A. (Hons.) (1983)	1976-1979
Latymer Upper School, London W6 10 'O' Levels, 3'A' Levels, 2'S' Levels	1967-1976

Previous Roles

Kleinwort Benson/Dresdner Kleinwort Wasserstein	1988-2003
Director/Managing Director, Corporate Finance Global Head of Industrial Sector	1995-2003

I managed all aspects – strategic and operational - of a sector-focused corporate finance advisory team of, at its peak, 4 directors and 12 other professional staff. I lead the firm's relationships with a number of major European groups, including Hanson, Lafarge, Saint Gobain and CRH. I managed the entire mergers and acquisitions process, leading transaction teams across a variety of disciplines (debt and equity finance, foreign exchange, etc) so as to provide clients the complete range of services necessary for the successful execution and financing of large cross-border transactions. I built, developed and managed a highly successful team, developed a business plan, monitored performance against plan, allocated human resources across team activities, promoted career development, ensured compliance with training programmes and contributed to compensation decisions. I played an active role in the recruitment of individuals into senior positions within the department.

HM Treasury	1980-1988
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I was successful in the civil service open competition examinations for the fast track Administration Trainee Programme and promoted to grade 7 in 1985. Postings included Private Secretary to the Permanent Secretary (Sir Peter Middleton), work on the annual Budget, advice on the privatisation of BT and development of policy and practice in relation to the deregulation of building societies.



5. Candidates For Discussion

- Isabel Nisbet
- John Ormerod

I believe that my experience at senior levels in the public sector in the UK, my national credibility in education and the learning I have gained from living and working in SE Asia for the past three years meet the requirements of this role. I am attracted by the mission of LSBU, by its commitment to professionally-endorsed education and research and to the diversity of its student population. I gained a lot of interest and satisfaction from my six years on the Council of St George's Medical School in South London, latterly chairing its Audit Committee, and I see some similarities to the ethos of LSBU. I would also be well-equipped to oversee strategic developments in the direction of internationalisation, particularly engagement with Asia.

I am now coming to the end of my executive career and I wish to deepen and strengthen my engagement with higher education. My current role, based in Singapore, has been a bridge from senior executive roles to more personal, high-level, non-executive roles. I plan to return to the UK in the first half of 2014 and am currently seeking opportunities to make a full contribution when I do so.

I shall now give examples of my experience against the categories in the person specification for the LSBU role.

“Strong personal commitment to higher education and to the aims and values of LSBU”

I have been engaged with higher education as a learner throughout my personal life and professionally I have worked closely with HE in my executive roles in both education and health. In education, I led the examinations and qualifications regulator, Ofqual - and was a Director in its predecessor body, the Qualifications and Curriculum Authority - in its work to ensure that regulated qualifications (vocational and academic) prepared students well for universities of all kinds and for the world of work. My work in the regulation of medicine and the healthcare professions has brought me into close contact with deliverers of postgraduate and undergraduate qualifications in medicine and the other health professions, including nursing and the professions supplementary to medicine.

At non-executive level, my service on the Council of St George's Medical School gave me a different perspective on how a university can engage a diverse student population and strengthen its roots in the local community. I see both these as essential parts of the mission of LSBU, as is the aim to enable students from all backgrounds who have the potential to do so, to obtain career-relevant qualifications. I would welcome the opportunity to contribute further to the pursuit of these aims.

“Successful board-level experience of a large and complex organisation in either the public, private or voluntary sectors”

I have been CEO of three national public sector organisations, the largest and most prominent of which was Ofqual, the regulator of examinations and qualifications in England. As CEO I was an ex-officio member of the Boards of these organisations and I oversaw their work programme and wrote many papers for them. All three operated in complex and sensitive environments: in the case of Ofqual, the organisation nested for some time in its parent organisation, on whose Board I also sat, and reported to three Government departments. I have also appeared several times before Parliamentary Select Committees, including the Public Accounts Committee. At St George's Medical School my period as an

independent Council member was dominated by the need for a strategic decision whether or not to merge with another university. In my last year at St George's I chaired its Audit Committee, which oversaw a programme of tightening up financial management including the management of debtors.

"The ability to analyse complex and detailed information and take a strategic view"

I have shown this in my work at senior levels in both education and health and in the papers and articles I have written for publication. Examples include my leadership at Ofqual of the work in 2010 to ensure that A level grades in the new structure introduced that year were comparable with grades the previous year under the old structure. This involved detailed technical work (led by psychometricians) but I had to explain it to wider stakeholders (including MPs) and make sure that the exercise met legitimate public expectations. Another example was my leadership of the work at the Council for the Regulation of Healthcare Professionals to establish criteria and a working protocol for decisions on whether to refer to the High Court disciplinary cases where the decision of the regulatory body – for example, the Nursing and Midwifery Council – could be seen as too lenient. More generally, I have developed skills in "synthesising upwards", often in matters requiring specialised technical advice.

"Having confidence in decision-making and the ability to negotiate outcomes and influence others"

In my three CEO roles I have regularly had to make a clear decision on a complex matter and subsequently defend it. Examples were the annual reviews of A level and GCSE results, which I had to sign off as fair and comparable. As Deputy Ombudsman I had to absorb the detail of emotive and complicated clinical cases and make a decision on whether or not there had been a failure of care or maladministration. An example where I had to negotiate outcomes and influence others was the year leading up to the decision by the Education Department that Ofqual was fit to vest as an independent statutory body. It was crucial to persuade the civil servants at working level, as well as their bosses up the line and Ministers, that vesting could go ahead. It was also important to convince the senior academics in the assessment world that we understood assessment and were committed to evidence-based policy.

"The ability to command respect across the LSBU community"

As a CEO in education and health organisations, I regularly met professional representative bodies, consumer/parent/patient organisations and outside organisations who had views about our work. I believe that I would be regarded by academic staff as academically credible and a good champion for the organisation, by non-academic staff as an experienced manager who understood the realities of working life in London, and by students – including those from overseas - as someone willing to listen and committed to their interests.

“Ability to communicate effectively with a broad range of stakeholders including regulatory bodies and to promote the university widely”

I have extensive experience as a regulator – and of regulating regulators (through the Council for the Regulation of Healthcare Professionals) - and I would understand their viewpoint. I have frequently presented at public conferences and seminars and as CEO of Ofqual I was regularly interviewed on radio (including the “Today” programme on Radio 4) and television. I think that I would be a credible and effective representative of the university, both in the UK and overseas.

“In depth understanding of corporate governance”

I have set up corporate governance regimes for the organisations for which I was CEO and at Ofqual I was overseen by a highly demanding Audit Committee, as well as by the National Audit Office. Earlier in my senior career - in 1994 - I was co-author of the NHS Code of Corporate Governance. I also gave evidence to the first Nolan Committee on Standards in Public Life.

“Ability to establish constructive and supportive yet challenging working relationships with the University Executive”

I understand clearly the difference between executive and non-executive roles. In my view, the non-executive Chair’s role is to lead the Board in setting the strategic direction for the organisation, support the executive and hold them to account, and be an effective public figurehead for the organisation. As CEO I occasionally had to cope with non-executive Board members who had recently been CEOs and who acted on the Board as if they still were, asking for detailed supporting papers and reluctant to stand back and make high-level judgements. As Chair of the Audit Committee at St George’s I acted in the supportive/challenging role to the Director of Finance and to the Principal, and if I were appointed to LSBU I would see it as a priority to establish and maintain such a role there.

“Commitment to equality, diversity and inclusion”

At Ofqual, I dealt with a range of issues concerning making regulated qualifications accessible to all, and one of my management tasks as CEO was to manage our response to criticism from a group of ethnic minority staff. My work in the Postgraduate Medical Education and Training Board involved regular meetings with representatives of overseas doctors. In mid-career I worked at the Department of Health on services for people with a disability. I have also appeared on disability media programmes, including the BBC’s “See and hear”. I see the diversity of the student population at LSBU as one of its strengths, but even an organisation with such a fine reputation can have problems, and it would be one of my main responsibilities to ensure that we were vigilant about these.

“Legally eligible to be a company director and a charity trustee”

I am a British citizen, I will be permanently resident in the UK again from early 2014 and I know of no impediment to my being appointed as a company director and a charity trustee.

Conclusion

I am looking for an opportunity to make a contribution on my return to the UK and I am attracted by the ethos and constituency of St George's. I believe that my experience, both in the UK and overseas, would be of service to the university at this stage of its development. I would be happy to provide further information in support of this application and I would welcome the opportunity to discuss it further.

Isabel M. Nisbet

Isabel Nisbet
31 January 2014

ISABEL NISBET

Home address (Singapore): 29 Mount Sinai Rise, #16-04 Marbella, Singapore 276952

Home address (UK): 76 St Paul Street, London N1 7DA

Office address: Odeon Towers #07-01, 331 North Bridge Road, Singapore 188720

Tel: (0065) 9022 5294 (office). Mobile: (Singapore) (0065) 9857 8941. Mobile (UK) 07909 993498

Work E-mail: nisbet.i@cie.org.uk

PROFILE

Highly experienced at senior national level in regulation of education and assessments and in setting up new national organisations. Has worked closely with Ministers in various senior management roles in the UK Civil Service. Also experienced in adjudicating complaints and in the regulation of the healthcare professions. Most recently, a role in SE Asia has led to exposure to leading-edge thinking there and insight into cultural and policy differences and lessons for the UK.

Track record includes:

- First CEO of the examinations regulator for England, Ofqual
- Setting up and leading 3 new national organisations from initial idea to maturity
- Devising and managing professional regulation
- Extensive senior experience in Ombudsman services and alternative dispute resolution
- Working as a senior civil servant closely and successfully with ministers
- Frequent presentations on public platforms and press and media interviews
- Serving on various Boards in executive and non-executive roles
- Work on education and assessment reform with Ministries and education academics across SE Asia

CAREER DETAILS

Cambridge International Examinations

March 2011 - Date

Regional Director of Education (South East Asia)

Singapore

Responsible for establishing and maintaining high-level relationships with Ministries and leading education academics and policy analysts across South East Asia.

Contributor to international debate about educational policy trends, including presentations to international conferences and media work. Interprets and explains educational developments in the UK to educationists in SE Asia and vice versa.

Office of Qualifications and Examinations Regulation (Ofqual)

April 2007 - Feb 2011

Chief Executive

Established and led development of the new independent regulator of examinations and qualifications, reporting directly to Parliament. Ofqual is responsible for ensuring that standards are maintained in qualifications, examinations and tests.

CEO responsibility for Ofqual as an interim organisation within the Qualifications and Curriculum Authority. First CEO of the independent organisation and member of the Board from April 2010 (170-180 staff, budget £22m, 2009-10). Led Ofqual in establishing relationships with regulated bodies and with users of qualifications, including universities and employers. Led Ofqual's relocation from London to Coventry.

Qualifications & Curriculum Authority

July 2005 - March 2007

Director of Regulation and Standards

Responsible for ensuring the maintenance of standards in qualifications and examinations, including national curriculum tests, GCSEs and A-levels, and vocational qualifications. 80 staff, £6m budget.

Postgraduate Medical Education and Training Board (PMETB)
Interim Chief Executive

Aug 2004 - July 2005

Developed and delivered a work plan and timetable for PMETB to take on its statutory responsibilities. Recruited staff, established an office base, and bought in infrastructure services. Supported the Board and enabled it to operate effectively.

Healthcare Commission
Short-term secondment

Nov 2003 - July 2004

Reported on the feasibility of a single portal for patient complaints. Also commissioned by Scottish Executive Health Department to advise on arrangements for poorly-performing health professionals in Scotland.

Council for the Regulation of Healthcare Professionals (CRHP)
Director/Chief Executive

March-Nov 2003

Established and led the body for its first year, developing the first Business Plan and obtaining funding to deliver it. Recruited staff and established good employment practice. Developed and used networks to make CRHP known and credible in its first year.

General Medical Council (GMC)
Director of Policy

1999 - 2003

2001-03

Led work on fundamental reviews of the main functions of the GMC, developing proposals for reforms, entailing new primary and secondary legislation.

Led on the GMC's contribution to the wider public debate about regulation and on the Council's response to inquiries into grave medical incidents.

Director of Fitness to Practise

1999-2001

In charge of the management of the three procedures (conduct, health, performance) for dealing with problem doctors. 120 staff, budget around £20m.

Exercised judgement on the handling of difficult, complex or high-profile cases. Established service standards and processes for achieving them, and strategic relationships with other organisations.

Deputy Health Service Commissioner (Ombudsman) for England, Scotland and Wales

1995 - 1999

Management and policy responsibility for all health cases investigated by the Ombudsman. Developed and operated new working practices for considering complaints about clinical judgement, following the extension of the Ombudsman's remit to clinical matters

Undertook regular media engagements to discuss Ombudsman cases, and appeared six times a year before a Parliamentary Select Committee.

Appointed to UK Civil Service Grade 3 (Under-Secretary) in 1995.

Department of Health
Deputy Director, Corporate Affairs, NHS Executive, Leeds

1989 - 1995

1993-95

Led on issues of corporate governance, openness and accountability in the NHS. Gave evidence to the Nolan Committee on Standards in Public Life. Had lead responsibility for "incident management" in support of the Secretary of State (Virginia Bottomley).

Leader Southern Team, Performance Management Directorate, NHS Management Executive

1991-93

Performance management of five Regional Health Authorities. Appeared twice before the Public Accounts Committee.

ISABEL NISBET 3.

Policy Lead, Dental & Ophthalmic Services 1989-91

This included leading the Government side in a long, formal and complicated pay negotiation.

Department of Health & Social Security 1988 - 1989

Policy Lead, Services to the Elderly and People with Physical or Sensory Disability

Cabinet Office 1986 - 1988

Deputy Director, Top Management Programme

Planned and led 6 six-week residential training programmes for Under-Secretaries in the Civil Service and their peers at board level in the private sector.

Civil Service Department, later Cabinet Office (Grade 7) 1982 - 1985

Policy Lead on Training for the Civil Service

Scottish Office 1974 - 1980

Private Secretary to Secretary of State for Scotland 1978-80

Bruce Millan (Labour) subsequently George Younger (Conservative).

Housing Policy Division, Scottish Development Department 1976-78

Administration Trainee posts, Scottish Education Department 1974-76

OTHER APPOINTMENTS

Independent Member (latterly Chair of Audit Committee) - Council of St George's Medical School, University of London 2005-2011

Member of British and Irish Ombudsman Association Continuing

EDUCATIONAL QUALIFICATIONS

Certificate of Postgraduate Studies in Education, Open University 2006

M Phil in Medical Law , University of Glasgow 1999-2002

BPhil (Philosophy), University of Oxford (St Anne's College) 1972-74

MA (1st Class Hons) Philosophy & English Literature, University of Glasgow 1968-72

PERSONAL DETAILS

Born: 9 May 1950. Nationality: UK.

Interests: Musical interests (was a semi-professional singer in London and elsewhere; participated in contemporary choral music, as well as more traditional repertoire); Church interests; Maintain contacts, interests and family connections in Scotland; Enjoy exploring the culture and environment in Singapore and surrounding countries in SE Asia.

Referees:

1. Dame Sandra Burslem
17 Bexton Lane
Knutsford
Cheshire WA16 9BW

Tel (home): 01565 631200
(mobile): 07771 667782

E-mail: alxburslem@btinternet.com

Role: Former Acting Chair, Ofqual (Dame Sandra has known me for around 8 years)

2. Simon Lebus
Group Chief Executive
Cambridge Assessment
1 Hills Road, Cambridge, CB1 2EU

Tel (PA) +44 (0)1223 553401

E-mail: Lebus.S@cambridgeassessment.org.uk

3. Professor Alastair D Scotland
Hill House
3 Hill Close
Sandy Lane
Cobham
Surrey KT11 2BQ

Tel (home): 01932 869 500

E-mail: ad.scotland@btinternet.com

JOHN ORMEROD, MA FCA

Courtyard House, Denewood Road, London N6 4AL

Mobile: 07768 323571

E mail: john@ormerods.net

SUMMARY:

Independent director with portfolio experience of listed / private company/ public sector appointments including as Chairman, senior Independent Director and Audit Committee Chair.

Former Senior Partner for London Practice of Deloitte. Former UK Managing Partner for Andersen. Chartered accountant.

Career Summary

Current appointments

- **Gemalto NV.** Smart card manufacturer, security software and services. Listed on Euronext (market cap approx. €7bn Aug 2013). Non-executive director. Chairman of Audit Committee.
- **Computacenter plc.** Technology infrastructure and related services. Listed on London Stock Exchange (market cap approx. £0.6bn Aug 2013). Non-executive director. Chairman of Audit Committee.
- **ITV plc.** Broadcaster and content producer. Listed on London Stock Exchange (FTSE100). Non-executive director. Chairman of Audit Committee.
- **Tribal group plc.** Software and services for the education, learning and training sectors. Listed on London Stock Exchange (market cap approx. £200m Aug 2013). Chairman.

Former appointments since 2004

- Transport for London. Board member and chairman of audit committee
- Walbrook. Chairman. Channel Islands based fiduciary services provider. Regulated by Guernsey Financial Regulator. MBO funded by Hermes Private Equity. Sold to Barclays Bank
- BMS Associates. Director of privately owned London based international reinsurance broker. FSA regulated.
- HBoS PLC. Co-opted member of group audit committee and of retail risk control committee.
- Merlin Claims Holdings Limited. Chairman. Insurance claims services and fulfilment. MBO funded by Hermes Private Equity. Experience of financial restructuring.

- Millen Group Limited. Director of privately owned London based consultancy.
- Negative Equity Protection Holdings Limited. Director. Privately owned start up in financial services
- Trustee of the Roundhouse Trust
- Trustee of The Design Museum
- Misys plc. Financial services software and related services. Listed on London Stock Exchange. Former senior independent director and chairman of the audit committee through several corporate transactions, capital raising and disposal to US fund.

Professional career

2002 – 2004 Deloitte
 Practice Senior Partner London
 Member of UK Executive Committee and elected Board

1970-2002 Andersen:

2001 - 2002 Regional Managing Partner UK and Ireland,
 1995 – 2001 First European TMT industry leader and member of TMT industry global leadership team
 1984 – 1994 Leader of a group or division of the London Audit and Advisory Practice
 1978-80 Seconded to National Audit Office.
 Throughout Audit and advisory work for wide range of clients

Education and professional Qualifications

1957-67 Giggleswick School, Yorkshire
 1967-70 The Queen's College, Oxford. Scholar. Honours in Natural Science (Physics)
 1973 Chartered accountant