

Meeting of the Nomination Committee

4.00 - 5.00 pm on Thursday, 27 September 2018
in Avonmouth House

Agenda

<i>No.</i>	<i>Item</i>	<i>Pages</i>	<i>Presenter</i>
1.	Welcome and apologies		JC
2.	Minutes of the previous meeting	3 - 4	JC
3.	Declarations of interest		JC
	Items to discuss		
4.	Independent governor succession planning	5 - 10	JC
5.	Recruitment consultant engagement - proposal	11 - 30	JC
	To be chaired by the Vice-Chair <i>In the absence of the Chair of the Board</i>		
6.	Chair re-appointment	31 - 32	DDSP

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

Apologies: Hilary McCallion

In attendance: Michael Broadway, Claire Freer and James Stevenson

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**Minutes of the meeting of the Nomination Committee
held at 2.00 pm on Thursday, 17 May 2018
1B16 - Technopark, SE1 6LN**

Present

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

In attendance

James Stevenson
Claire Freer

1. Welcome and apologies

The Chair welcomed governors to the meeting.

2. Declarations of interest

The Chair informed the committee that Michael Cutbill had declared that he knew Jeremy Parr in a personal capacity and had advised Jeremy of the opportunity.

3. Independent Governor recruitment

The committee discussed independent governor succession planning. The committee noted that there was a need to recruit up to two new independent governors. It had been agreed previously that the committee should focus on identifying one suitable candidate with a legal background.

The committee noted the tabled skills matrix of the Board.

The committee reviewed and discussed the applications received. It was agreed that the following individuals would be invited to interview with two members of the committee first and then, if recommended, meet the Chair and the Vice Chancellor.

1. Jeremy Parr
2. Tom Toumazis
3. Jon Walmsley
4. Christian Gerlach
5. Miriam Patterson
6. Kim Whitaker

It was agreed to hold Safia Iman in reserve.

It was agreed that the remaining candidates who applied for the role would be stood down.

The Chair raised concerns regarding the relative diversity of the Board and potential candidates. The committee discussed possible steps that could be taken to address diversity in future rounds of recruitment including further outreach to LSBU's alumni and networks, the use of executive search providers, and possible external networks to help reach a wider audience.

{Secretary's note: A panel consisting of Douglas Denham St Pinnock, Michael Cutbill and James Stevenson met with each of the shortlisted candidates on Friday 25 May and Friday 15 June (Michael Cutbill did not participate in the interview of Jeremy Parr).

Based on the outcome of the interviews the panel recommended that Jeremy Parr and Jon Walmsley were invited to a second interview with the Board Chair and Vice Chancellor. Following the interviews the Board Chair and Vice Chancellor agreed that a recommendation should be made to the Appointments Committee to appoint Jeremy Parr as an independent governor.

Jeremy Parr's appointment was approved by the Appointments Committee on 13 July 2018.}

**Date of next meeting
4.00 pm, on Thursday, 27 September 2018**

Confirmed as a true record

..... (Chair)

	CONFIDENTIAL
Paper title:	Independent governor succession planning
Board/Committee:	Nomination Committee
Date of meeting:	27 September 2018
Author(s):	Claire Freer, Governance Assistant
Sponsor(s):	Jerry Cope, Chair of the Committee
Purpose:	For Discussion
Recommendation:	The committee is requested to review the Board's skillset and diversity and to identify areas of focus for future recruitment rounds.

Executive Summary

Independent governor succession

The committee is aware of the need to have a short to medium term plan for succession of the independent governors, given that a number of governor terms will end in 2019.

Composition of the Board

Currently, there are 12 independent governors with the following terms:

Governor	Term ends	Term
Shachi Blakemore	Mar 2019	1
Kevin McGrath	Mar 2019	1
Steve Balmont	Jul 2019	3
Jerry Cope	Jul 2019	1
Michael Cutbill	Dec 2019	1
Douglas Denham St Pinnock	Feb 2020	2
Hilary McCallion	Mar 2021	2
Mee Ling Ng	Mar 2021	2
Julie Chappell	Jun 2021	1
Duncan Brown	Jul 2021	1
Peter Fidler	Jul 2021	1
Jeremy Parr	Jul 2022	1

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

Five governors' terms end in 2019 with four eligible for re-appointment:

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

It will therefore be necessary to recruit at least one independent governor to join the Board in the first half of 2019.

Board skills and diversity matrix

The Board's skills and diversity matrix is attached. The committee is requested to review the skills and diversity matrix and to identify areas of focus for future recruitment rounds.

Professional skills (Collective)

Skill Area	Description	JCO	SBA	SBL	DB	JCH	MC	DDSP	PF	HM	KM	MLN	JP	Total	Desired total	On target?
		2019	2019	2019	2021	2021	2020	2021	2021	2021	2019	2021	2022			
	Term ends	2	3	1	1	1	1	2	1	2	1	2	1			
	Term	2	3	1	1	1	1	2	1	2	1	2	1			

Essential Skills that all governors should possess

Strategy	Ability to think strategically and identify and critically assess strategic opportunities and threats and develop effective strategies in the context of the strategic objectives of LSBU and relevant government policy	1	1	1	1	1	1	1	1	1	1	1	1	12	All govts	●
Policy Development	Ability to identify key issues for LSBU and develop appropriate policies to define the parameters within which the organisation should operate	1	1	1	1	1	1	1	1	1	1	1	1	12	All govts	●
Financial Performance	The ability to analyse key financial statements	1	1	1	1	1	1	1	1	1	1	1	1	12	All govts	●
	The ability to critically assess financial viability and performance	1	1	1	1	1	1	1	1	1	1	1	1	12	All govts	●
	The ability to contribute to strategic financial planning	1	1	1	1	1	1	1	1	1	1	1	1	12	All govts	●
	The ability to oversee budgets and the efficient use of resources	1	1	1	1	1	1	1	1	1	1	1	1	12	All govts	●
	The ability to oversee funding arrangements and accountability	1	1	1	1	1	1	1	1	1	1	1	1	12	All govts	●
Risk and Compliance oversight	Ability to identify key risks to the organisation in a wide range of areas including legal and regulatory compliance and monitor risk and compliance management frameworks and systems	1	1	1	1	1	1	1	1	1	1	1	1	12	All govts	●
Executive management	Exeprience at an executive level including the ability to appoint and evaluate the performance of the CEO and the senior executive managers	1	1	1	1	1	1	1	1	1	1	1	1	12	All govts	●

Essential Skills for the Board to possess but not required of every governor

Corporate Governance	Knowledge and experience in best practice corporate governance structures, policies and processes (particularly in the not-for-profit context).	1	1		1							1	1	5	4	●
Qualifications	Qualifications and experience in accounting or finance			1	1			1						3	3	●
	Qualifications and experience in the legal profession											1	1	1	1	●
Human Resources	The ability to oversee strategic HR management including workforce planning and employee and industrial relations	1										1		2	3	●
Commercial Experience	A broad range of commercial/business experience	1				1	1	1			1		1	6	5	●
Public sector / not for profit experience	A broad range of experience in the public or not-for-profit sectors					1	1			1		1		4	2	●
Entrepreneurship	Demonstrable track record as a successful entrepreneur													0	0	●
Education	Knowledge, experience and networks in higher education	1							1	1				3	3	●
	Knowledge, experience and networks in education								1	1				2	2	●
Estates management	Experience in developing estates strategies and managing estates projects										1			1	1	●
Community links	Links to LSBU's local community									1	1	1		3	1	●
Health	Knowledge and experience in health and networks in health and the NHS	1								1				2	2	●
Digital	Knowledge and experience in the digital economy					1								1	1	●
International	Knowledge and experience of international business					1								1	1	●
Audit	Knowledge of external audit functions and experience of external audit role		1	1	1				1					4	2	●
	Knowledge of internal audit functions and experience of internal roles - financial controller / Finance Director		1											1	1	●

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Diversity of the Board of Governors 2018

Gender

	Male	Female	% Male	% Female
Independent Governors	8	4	67%	33%
Internal Governors	3	2	60%	40%
Total	11	6	65%	35%

Ethnicity

	White	BME	% White	% BME
Independent Governors	10	2	83%	17%
Internal Governors	2	3	40%	60%
Total	12	5	71%	29%

Age

	18-29	30-39	40-49	50-59	60+	% 20-29	%30-39	%40-49	% 50-59	%60+
Independent Governors	0	0	1	8	4	0%	0%	8%	62%	31%
Internal Governors	1	1	2	0	0	25%	25%	50%	0%	0%
Total	1	1	3	8	4	6%	6%	18%	47%	24%

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	CONFIDENTIAL
Paper title:	Independent governor recruitment
Board/Committee:	Nomination Committee
Date of meeting:	27 September 2018
Author(s):	Michael Broadway, Deputy University Secretary
Sponsor(s):	Jerry Cope, Chair of the Committee
Purpose:	For Approval
Recommendation:	The committee is requested to agree to the appointment of Audeliss for the search for a new independent governor

Executive Summary

Following a review of the diversity of the Board the Chair requested that recruitment consultants be approached for the next independent governor recruitment round in autumn 2018.

Two executive search firms were approached and met the Chair of the Board, the University Secretary and the Deputy University Secretary on 31 August 2018. The brief for both firms was to set out how they could help the Nomination Committee recruit independent governors that would continue to improve both the quality and the diversity of the Board. The firms were Minerva and Audeliss.

Following these discussions it was agreed that, as a specialist recruiter of diverse candidates, Audeliss fitted the brief best. Audeliss have submitted a written proposal for consideration by the Nomination Committee. This proposal is attached.

Audeliss proposal

The proposal looks at two models: 1) one assignment; or 2) ongoing partnership arrangement. Following negotiations with Audeliss they have agreed to lower the fee for option 1 to £22,500 (+VAT) with the opportunity to have up to a 50% reduction on any second person recruitment done at the same time and with the same brief.

There is no corresponding reduction for option 2, which makes option 1 the best value approach.

Recommendation:

- To appoint Audeliss as search consultants for the recruitment of an independent governor;
- To agree the candidate spec and diversity requirements for the search (based on the skills and diversity mix – please see other item on the agenda).

Executive Search Proposal

Independent Governor

Prepared by Jonathan Swain, Managing Director

12th September 2018

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07591 212 507

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1. Introduction

Audeliss are delighted to present London South Bank University (LSBU) with a proposal for the executive search of the Independent Governor. The following proposal covers our credentials in sourcing and appointing non-executive level diverse candidates, as well as our methodology and approach for this specific mandate. In addition, we have covered our understanding of the role and the requirements.

2. Our understanding of the role

Over the past few years LSBU has gone through significant change with an increase in research, further international reach and a rise in the league tables. The Board of Governors is responsible for promoting these successes and ensuring institutional sustainability through supervision of activities.

The role of an Independent Governor is to promote LSBU's vision and mission and contribute to the strategic direction of the institution while being a team player within the body.

Additionally, the Independent Governor must believe in the aims and values of LSBU and display a strong personal commitment to higher education. The ability to analyse detailed and complex information is also key whilst being commercially minded. Experience at corporate level and international or digital is also vital with the growth in international scope of the institution.

The role itself is a rewarding voluntary position. One with the potential to make a lasting difference and positively impacting people's lives.

This proposition document highlights our diversity credentials and the team for this campaign.

3. Why Audeliss?

Our purpose is to level the playing field for diverse leaders for executive and board appointments. We're the destination for diverse talent, and a refreshing alternative to the tired, uninspiring offer of mainstream competitors.

Colourful where others are grey, bold where others are staid, we guarantee to create meaningful encounters between exceptional talent and progressive organisations – and we've built an impressive reputation on our results.

Our talent pools primarily focus on gender, ethnicity and LGBT+ (lesbian, gay, bisexual, trans*) but we will represent all communities as long as they are credible candidates for our clients. We put talent before background and will always recommend the best person for the role.

With over 120 years' combined experience, we have an outstanding network of candidates, and client organisations across the globe.

Candidates are attracted by our energy and passion, but there's nothing impulsive about our search methodology. Meticulous, detailed, and professional, with incredibly high standards throughout, we cherish our relationships – from the initial briefing, through to assessment, due diligence, offer management and on-boarding.

The result? We've developed unmatched and unique networks of exceptional, diverse, highly capable candidates, who trust both us and our judgement.

Diversity specialists

The reality is that for many businesses, diversity is still little more than a tick box exercise; but it's always been at the heart of what we do, and why we do it. Every one of our team is part of something they passionately believe in, and clients tell us that our energy, insight, uncompromising professionalism and genuine integrity makes a measurable difference.

Traditional recruiters have relied on outdated, narrow methods that only reach out to the usual suspects. They don't embrace innovation and are content in blending in and unwilling to challenge the status quo.

And then there's the Audeliss approach.

65% of our appointments since
2011 have been diverse
candidates

No other search firm is as committed as Audeliss to levelling the playing field for executive and non-executive opportunities for women, ethnic minorities and LGBT+ candidates. So while you won't miss any of the candidates that a traditional search

firm would identify (we identify them too), we will also include a range of compelling people outside the mainstream market map.

Our diverse networks

We are proud of our involvement in the following diverse networks:

Gender

- Members of the [Voluntary Code of Conduct for Executive Search firms](#).
- Members of the [30% Club](#), launched with a goal of achieving a minimum of 30% women on FTSE-100 boards.
- Our Founder & CEO, Suki Sandhu, launched [HERoes](#), the annual role model lists published in partnership with the Financial Times. The lists celebrate the Top 100 Female Champions of Women in Business, Top 50 Male Champions of Women in Business and the 50 Female Future Leaders.

Ethnicity

- Audeliss Founder & CEO, Suki Sandhu, launched [EMpower](#) in May 2016. In partnership with The Financial Times, EMpower celebrates and supports the achievements of the ethnic minority business community globally by publishing the 100 Ethnic Minority Executives, 50 Ethnic Minority Future Leaders and 15 Advocates.
- We attend BAME events such as the Business and Ethnicity Summit and network at high profile events including the Asian Business Awards and the Black British Business Awards.

LGBT+

- Suki Sandhu is also Founder & CEO of [OUTstanding](#), a professional network for LGBT+ and Ally senior executives. In partnership with the Financial Times OUTstanding publishes annual role model lists of 100 LGBT+ Executives, 50 Ally Executives, 50 LGBT+ Future Leaders and 20 LGBT+ Public Sector Executives.
- OUTstanding offers extensive C-Suite level training and development to support business leaders in increasing and improving diversity.
- Our network of 2500 strong globally of LGBT leaders across different industries, disciplines and geographies is a powerful source of diverse referrals.

Suki Sandhu is the Founder & CEO of INvolve which is the overarching brand of OUTstanding, EMpower and HERoes. Audeliss has exclusive access to these networks. So although our competitors will read what's online and print in the lists, that is a tiny snapshot of the size of these networks globally. We are able to leverage these networks for our clients.

Disability

- We follow regular publications and blogs from a number of disability forums and charities to keep up to date with the latest news and developments, including The Business Disability Forum and the Leonard Cheshire Disability charity.

4. The Audeliss Search Process

We recommend that the search methodology follow six key stages as outlined below. Our approach will be in line with the deliverables outlined by LSBU and will be flexible to suit the requirements.

Create	<p>Client briefing: Guided by a thorough briefing on the candidate specification and qualification tools, we create a bespoke picture of the ideal candidate.</p> <p>Candidate prospectus: To attract and excite a diverse pool of top talent, we create a high quality candidate prospectus to promote LSBU and the role.</p> <p>Advertising: We create a plan on advertising, targeting a diverse audience should you want this as part of the attraction strategy.</p> <p>Timetable: Finally, we agree the search timetable with LSBU, confirming key dates.</p>
Identify	<p>Market map: Our dedicated in-house research team draw up a detailed map of the market, leading with a 'think outside the box' approach. We don't recycle old searches; we begin all searches afresh.</p> <p>Extensive search: Our team leverage our diverse senior networks and obtain robust recommendations. We practise real diversity of thought by rigorously exploring relevant sectors and undiscovered areas to identify our longlist.</p>
Engage	<p>Candidate management: We practice close and discreet communication with every candidate to firmly establish suitability and interest. As LSBU brand ambassadors we devote the utmost care to positively representing your organisation at all times, ensuring the positive experiences of every candidate, regardless of their success in the process.</p> <p>Response handling: We handle all responses and general queries from applicants in a timely manner as agreed with LSBU.</p>
Assess	<p>Assessment: We assess all responses and targeted candidates against the strict criteria provided by the bespoke candidate brief.</p> <p>Audeliss interviews: Applicants most closely matching the brief will be invited to a preliminary interview with us to determine those suitable for client interviews.</p>
Present	<p>Shortlist: We present our final shortlist of diverse, skilled and experienced candidates and assist in scheduling and monitoring the interview process, providing pivotal feedback throughout.</p> <p>Due diligence: We conduct due diligence and obtain verbal references for those shortlisted for final interviews.</p>
Deliver	<p>Appointment: Following a decision on an offer, we will assist in securing the appointment of the preferred candidate, taking a lead in negotiating offers around acceptance and start date.</p> <p>On-boarding: We deliver the candidate into their new post and ensure a seamless on-boarding.</p> <p>Debrief: We conduct a thorough de-brief with LSBU and the candidate for a close evaluation of the search process.</p>

5. Projected Timescales

Below we have outlined a suggested timetable for the LSBU's Independent Governor role which can be adjusted dependant on your timescales:

Date	1. Briefing & Drafting
27 th September	<ul style="list-style-type: none"> LSBU Nominations Committee
w/c 1 st October	<ul style="list-style-type: none"> Candidate brief signed off
	2. Research
15 th October	<ul style="list-style-type: none"> Research begins
5pm 31 st October	<ul style="list-style-type: none"> Research completed and paperwork presented
	3. Longlist to Shortlist
w/c 5 th November	<ul style="list-style-type: none"> Longlisting meeting with LSBU to review research and advertising outcomes and identify individuals from both sources to be interviewed by Audeliss
w/c 12 th November	<ul style="list-style-type: none"> Audeliss interviews long listed candidates
	4. Interviews
w/c 17 th November	<ul style="list-style-type: none"> Informal one-to-one meetings for shortlisted candidates with (30 minute slots) Audeliss takes up telephone references
w/c 17 th November	<ul style="list-style-type: none"> Formal Interviews Preferred candidate identified; reserve candidate(s) kept warm Unsuccessful candidates stood down
	5. Appointment
w/c 17 th November	<ul style="list-style-type: none"> Offers and negotiations

6. Snapshot of our Broader Education Track record



(provided in confidence)

Organisation	Mandate
 UNIVERSITY OF HULL	Vice Chancellor
	Chair
 UNIVERSITY OF LEEDS	Head of Security Management
UNIVERSITY OF WESTMINSTER	Director of Recruitment, Admissions and Marketing
 Anglia Ruskin University	Dean of Faculty S&T Director of GSI Deputy Dean of Faculty of Science & Technology Deputy Dean Health and Social Care
 Brighton and Sussex University Hospitals NHS Trust	Director of HR
 Colchester Hospital University NHS Foundation Trust	Director of Nursing
	Director of UK Operations Head of Student Services, Queen's University Belfast Academic Director x 3
 National College for Teaching & Leadership	School Improvement Director
	Chief Executive

7. Snapshot of our Digital Track Record


(provided in confidence)

Organisation	Mandate
 HITACHI Inspire the Next	CIO
 audible	Senior Director, Business Intelligence
 centrica	CIO
 GBG	CIO
 Ministry of Justice	IT Director
 Places for People	Chief Data Officer
 Bloomberg	CISO
 Virgin money	Director of Online Technology
 Ordnance Survey	Commercial IT Director
 Ordnance Survey	Head of Online
 WOOD GROUP amec foster wheeler	CISO
 Ofcom	IT Director

 <p>Close Brothers</p>	<p>Head of IT & Information Security Risk</p>
 <p>BRITISH COUNCIL</p>	<p>Trustee with Digital/Technology background</p>
<p>bsi.</p>	<p>CIO</p>
<p>Bloomberg</p>	<p>Data Science Lead</p>

8. Snapshot of our Non-Executive Track Record

Organisation	Mandate
	Non-Executive Director
	INED
HOLLAND & BARRETT	Non-Executive Director
	Non-Executive Director x 2
	Non-Executive Director
	Financial Services Consumer Panel Members
	Trustees x 4
	Chairman
	Non-Executive Director
	Non-Executive Director
	Chairman
	Non-Executive Director x 2
	Non-Executive Director
	Non-Executive Director

	Non-Executive Director

7. Case study – British Business Bank, NED

The brief

The British Business Bank is 100% Government owned, but independently managed. It brings expertise and Government money to the smaller business finance markets. They work with over 100 partners such as banks, leasing companies, venture capital funds and web-based platforms.



The requirement was to find a new Non-Executive Director who could speak from direct experience of founding, growing and selling an SME(s), possibly a serial entrepreneur with experience in accessing external finance to start, grow and develop a business. Additionally it was important that the candidate had a good understanding of how financial markets work, in particular, at small and early stage investment. Ideal candidates would have experience in digitally enabled businesses who could understand digital marketing and communications within disruptive business models.

Challenges

- **Timeframe:** Although we are well practiced at working to tight timeframes, this was a particularly challenging role as it required us to process the response from the advert as well as our own candidates in less than three weeks, including interviewing and report writing.
- **Additional NED:** Midway through the process, the client decided to appoint a second NED who had strong communications and marketing skills to better articulate the Bank's message to SME's.
- **Changing brief:** After the first interviews, it became apparent to the client that the key criteria for the role was to be able to articulate what it is to be an entrepreneur within a wider social, economic and political perspective.

The Audeliss Solution

We approached the search with professionalism and confidence, keeping to tight time frames. With 98 responses, we delivered the following in three weeks:

- **Long list:** 14 in total – 4 women, 5 BAME
- **Short list:** 9 in total – 3 women, 3 BAME

Outcome

British Business Bank have appointed two Non-Executive Directors Piers Linney and Amanda Rendele who began their new roles in early 2018.

8. How We Find Diverse Talent

Casting a wider net – Audeliss possess an extensive pool of diverse talent, representing senior executives from a vast range of backgrounds across functions, sectors and geographies. We think outside the box and cast a wider net when sourcing senior candidates. Rather than using a one-size-fits-all approach that confines searches to individual sectors or niche industries, we creatively assess the requirements of each role to find unexplored avenues of excellent untapped talent.

Our networks already exist – We are constantly searching for diverse candidates to add to our existing pipeline which is growing ever stronger. OUTstanding reached 550million people last year and EMpower is the first initiative of its kind to bring all strands of racial diversity together. The HERoes network also provides an excellent source of referrals.

Candidate Care – Our candidates know that we treat them with respect and we pride ourselves on a superior standard of candidate care. We practise close communication and craft long-term relationships built on trust, enabling us to tailor the fit of an offering bespoke to each candidate and garner genuine interest in the role. We also prioritise high quality delivery for our clients, meaning we invest significantly more in resourcing and research rather than consultants who are focused purely on winning new business.

We reflect the diverse groups we source from – We are proud not only to champion diversity and inclusion but also to practise these values internally. This means we're able to build trusting relationships with diverse candidates as they see themselves in us and are therefore more open to being briefed about a new role.

Events Participation – The Audeliss team regularly perform speaker and partner roles aimed at increasing awareness of diversity and inclusion at panel events with high profile organisations such as PwC, Stonewall, Weber Shandwick and the Institute of Directors. We host dedicated diversity-related events such as our human resources panel in partnership with McKinsey & Company, where an expert panel of business people discussed the relevance of diversity in the boardroom and the existence of a link between the issue and HR leaders.

We don't do tokenism – There is no need for positive discrimination in our recruiting practices due to the plethora of diverse talent across the business world. Audeliss awards each and every candidate the utmost respect, honesty and access to suitable opportunities. We strive to match the best candidate to the role, regardless of background. There are many diverse candidates who are not willing to be briefed by the bigger search firms as they have empirically been treated very unfairly by them. We don't have that problem. They know that when we contact them that they will genuinely be considered for the role. Businesses are missing out on incredible benefits, despite senior talent pools being full to the brim with excellent diverse candidates. The talent exists – it just needs to be found.

9. Your Dedicated Team

We have put together an expert team for this assignment which we feel is best suited to the requirements and will ensure expeditious and successful completion of the project. Each person in the team is used to working to demanding timeframes and is well practiced at working together to ensure best use of skills to guarantee a quick delivery. Team structure for this assignment:

- Jonathan Swain, Managing Director, will act as Account Director for this assignment to ensure successful and timely delivery of this appointment. This will include leading the search, providing insight and direction as well as carrying out candidate interviews.
- Isabelle Bonnet, Delivery Consultant, will deliver the primary search and offer further insight gained during recent similar searches. Isabelle will utilise her own networks to broaden the candidate pool.
- Liaising with Jonathan, Isabelle will also focus on target candidates, undertaking initial engagement and qualification. Jonathan will then assist with candidate interviews and manage the process to ensure seamless delivery. We will ensure client requirements and timescales are met and support candidates throughout the process.
- The key team will be supported by Iren Kalm, Delivery & Research Assistant, and Leanne Day as Business Support Manager. Leanne assists with scheduling interviews, handling responses, monitoring diversity and providing general administrative support during the search process. Iren assists the Delivery Consultants throughout the search process.
- To mitigate any risk should a key member of the team be unavailable, Suki Sandhu, Founder & CEO, will be well informed and will be able to step in to this role if needed. Furthermore, Delivery Consultants, Alex Wyld, Elaine Pearson and Louise Gore, can provide research and delivery support if required too.
- The team will work together collaboratively with daily updates and weekly meetings.

Jonathan Swain – Managing Director



Jonathan has a longstanding track record for leading and delivering Board level campaigns across the public sector. Jonathan has worked on appointments with leading organisations such as the Chair at Bell Education Services, Non-Executive Chair at Kent Commercial Services and NED roles at the Environmental Agency. Prior to his career in executive recruitment, Jonathan was responsible for the national delivery of the Audit Commission's Comprehensive Performance Assessment and was also Deputy Director at the Cabinet Office.

Isabelle Bonnet – Delivery Consultant



Isabelle has worked in executive search since 2006 mostly covering private banking and professional services, working on domestic and international mandates for top tier institutions. She has extensive experience in mapping and researching challenging markets across the UK, Europe and the Middle East. She holds a DESS in International Business Negotiation from Tours University in

France and is fluent in English and French. Isabelle will act as Lead Delivery Consultant.

Iren Kalm – Delivery & Research Assistant



Iren recently graduated with a degree in Politics and International Relations from Royal Holloway, University of London. After three months in Zanzibar tackling youth unemployment, Iren joined the Audeliss team. Her experience gained through customer support and project management throughout university and her placement, has seen Iren fit perfectly into her role at Audeliss, assisting the team of Delivery Consultants.

Leanne Day – Business Support Manager



Leanne is a highly-skilled business support manager with over 13 years' experience. Her quick learning ability, conscientious attitude and team spirit has seen her grow, develop and flourish in all her previous roles. Leanne supports the Audeliss team with a strong, can-do attitude and professional efficiency.

10. Our Fees for one assignment

In this instance, we would be delighted to offer a fixed fee of £25,000 plus VAT for this assignment.

This would be payable in three equal stages as follows:

1. Upon instruction
2. Upon shortlist
3. Upon offer & acceptance

11. Ongoing partnership arrangement

In alignment with your anticipated broader governor pipeline needs, we are delighted to be able to offer an exclusive retainer partnership arrangement with you encompassing advisory and proactive recruitment services for up to 4-8 additional Independent Governors. This would entail Audeliss developing an in-depth knowledge of LSBU, its culture and ambitions going forward. The advisory component would particularly focus on supporting the Nominations Committee identifying strong potential candidates. The fee for this would be £10,000 for each retained calendar year and £20,000 for each successful appointment. Similarly, we can confirm we would be able to recruit into any subsidiary company boards dependent on further detail of the specific requirements.

12. Conclusion

We would like to thank LSBU for the opportunity to present our broader proposition. We believe we are a strong match for LSBU and we look forward to partnering with your organisation. Should you require any further information from us please contact Jonathan Swain on the number below.

13. Contact Us

Jonathan Swain

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	CONFIDENTIAL
Paper title:	Re-appointment of the Chair of the Board (<i>In the absence of the Chair of the Board</i>)
Board/Committee:	Nomination Committee
Date of meeting:	27 September 2018
Author(s):	Claire Freer, Governance Assistant
Sponsor(s):	Douglas Denham St Pinnock, Vice-chair of the Board
Purpose:	For Discussion
Recommendation:	The committee is asked to consider and, if agreed, recommend to the Appointments Committee that Jerry Cope be re-appointed as an independent governor and, if so, recommend to the Board of Governors to re-elect as Chair of the Board for another term of four years.

Executive Summary

Jerry Cope was appointed as Chair of the Board and Pro Chancellor on 1 August 2015 for a term of four years ending on 31 July 2019. It is therefore timely to consider whether the Chair should be recommended for a second term as independent governor and Chair.

An annual appraisal of the Chair's performance is conducted by the Vice-Chair, on behalf of the Board. The Vice-Chair will share the results of the Chair's most recent appraisal with the committee at the meeting.

If agreed, a recommendation will be made to the Appointments Committee to re-appoint Jerry Cope as an independent governor. Re-election of the Chair is a matter for the whole Board and therefore, if reappointed, a recommendation will be made to the Board of Governors to re-elect Jerry Cope as Chair of the Board.

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