

## **Meeting of the Chair Nomination Committee**

**3pm on Friday, 14 March 2014**  
**in 1B16, Technopark, London Road, London SE1 or via conference call**

### **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 6 February 2014 (to approve)		Chair
4.	Feedback on meetings with candidates (to consider)	Verbal report	Chair
5.	Due diligence report on candidates (to consider)	CNC.02(14)	Sec
6.	Next steps (to discuss)	CNC.03(14)	Chair
7.	Terms of Appointment (to discuss)	CNC.04(14)	Sec
8.	Matters to report to the Board following this meeting		Chair
9.	Any other business		Chair
10.	Date of next meeting – tbc		Chair

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

With: Governance Officer

Apologies: University Secretary

**\* Conference call dial in details:**

Please call: 0800 917 1956

When asked for a passcode, please enter: 57485113#

	PAPER NO: CNC.02(14)	
Board/Committee:	Chair Nomination Committee	
Date:	14 March 2014	
Paper title:	Due Diligence	
Author:	Michael Broadway, Governance Officer	
Board sponsor:	Andrew Owen, Chairman of the Chair Nomination Committee	
<b>Recommendation:</b>	That the committee approve the next steps in the appointment process	
Matter previously considered by:	N/A	N/A
Further approval required?	No	N/A
Communications – who should be made aware of the decision?	Strictly private and confidential	

### **Executive Summary**

Due diligence checks for each of the remaining five candidates have been undertaken. The PR and Communications team undertook full media searches for each candidate and their report is attached. There is an additional article on Baroness Morgan in the Daily Telegraph from 2009 on her expenses claims (not included in the media report) [Lords' expenses: Sally Morgan claimed £40,000 for London home](#).

In addition, a disqualified director search and a removed trustee search was undertaken for each candidate with no results.

The summary recommendations for each candidate are:

- Steve Bundred – high level of negative media coverage. Recommendation that this media profile should be considered.
- Frances Cairncross – mainly positive media coverage.
- Jerry Cope – no media coverage.
- Baroness Morgan – mainly positive media coverage.

- Kieran Murphy – insufficient media coverage. Recommendation that this media profile should not be considered.

The committee is requested to note the media reports and take them into consideration when making their decisions.

# **Steve Bundred**

## **Analysis of media profile and public opinion**

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March 2014

- 1. Portrayal in the media**
- 2. Public and industry opinion**
- 3. Recommendation**
  - Positive arguments**
  - Negative arguments**
  - Final recommendation**

## 1. Portrayal in the media

Following thorough research, the analysis has found that media coverage about Mr Bundred is mainly contentious in sentiment, with significant criticism aimed at opinions Mr Bundred has expressed throughout his various roles.

The majority of media coverage about Mr Bundred was published in 1998, and between 2009 – 2011. Since 2011 there has been a sharp decrease in media coverage, and therefore this media analysis mainly spans from 1998 – 2011.

### **Main topics of media coverage about Steve Bundred:**

The analysis found limited media coverage about Mr Bundred, however, coverage is mainly found in national newspapers with a large readership, such as *The Guardian*, *The Independent* and *Daily Mirror*.

Examples of media coverage:

#### **Neutral sentiment:**

##### **Health Service Journal, 30 November 2009**

['Steve Bundred to leave Audit Commission'](#)

News story about Mr Bundred's intention to stand down as Chief Executive of Audit Commission during first half of 2010.

##### **Public Finance, 18 February 2011**

['Bennett succeeds Bundred as chair of Monitor'](#)

News piece detailing information about Mr Bundred's successor for the role of chief executive of the foundation trust regulator Monitor.

#### **Negative sentiment:**

##### **Daily Mirror, 8 July 2009**

['Pay cuts? Start with fat cat Steve Bundred's £212k'](#)

Editorial Daily Mirror opinion piece, in response to Mr Bundred's comment piece in *The Guardian*. This piece criticises Mr Bundred for encouraging government spending cuts, arguing that the cuts should commence with Mr Bundred's salary.

##### **Daily Mail, 15 May 2011**

['Public spending chief Steve Bundred's £90 lunch with BBC's Evan Davis'](#)

Critical news piece reporting on how Mr Bundred – at the time of publication Chair of the Audit Committee – used Government-issued credit cards, or Procurement Cards, to settle restaurant bills

on more than 25 occasions between 2008 and 2010, according to accounts released by the Audit Commission.

## **2. Public and industry opinion**

Public opinion is gaged through the overall sentiment of media coverage, as well as comments posted by members of the public in the comments section of news articles.

Due to the negative sentiment throughout media coverage relating to Mr Bundred, it is likely that public opinion has been adversely influenced by the negative reporting in the media. This in large part due to the fact that Mr Bundred – especially in 2011 – in the media was presented as a high earner encouraging pay cuts that would have a negative impact on low earners.

## **3. Recommendation**

### **Positive arguments**

Based on an analysis of media coverage mentioning Steve Bundred, this analysis has found two positive arguments that should be taken into consideration:

- Well-known figure in the UK and the media.
- Experience of writing informed comment and opinion pieces for national newspapers including the *Financial Times* and *The Guardian*.

It is likely that a part of the negative media coverage in relation to Mr Bundred has been due to the sensitive nature of being Chief Executive of the Audit Commission.

### **Negative arguments**

Following a thorough analysis of media coverage mentioning Steve Bundred, this report has found that Steve Bundred has a largely negative reputation in the media, which should be taken into consideration.

It is very likely that the high profile nature of the negative media sentiment about Mr Bundred will have negatively influence public opinion as well.

### **Main negative topics:**

- Accusation of being disrespectful of women in the work environment and encouraging a male dominated environment (The Independent, 1998)
- Public criticism of suggestion to extend public sector pay freezes to all levels, including low earners (The Guardian, Daily Mirror, 2011)

- Contentious argument that schools do not need to be spared from government spending cuts (Financial Times, 2009)

**Media topics with negative sentiment include:**

**Daily Mail, 15 May 2011**

['Public spending chief Steve Bundred's £90 lunch with BBC's Evan Davis'](#)

Critical news piece detailing how Mr Bundred – at the time of publication Chair of the Audit Committee – used Government-issued credit cards, or Procurement Cards, to settle restaurant bills on more than 25 occasions between 2008 and 2010, according to accounts released by the Audit Commission.

**The Guardian, 5 July 2009**

['We've had years of growth - so let's not be afraid of cuts'](#)

Mr Bundred authors an informed comment piece, encouraging the public to be less critical of announced government cuts, and encouraging a freeze in public sector pay. This piece was published during Mr Bundred's time as Chief Executive of the Audit Commission.

**Daily Mirror, 8 July 2009**

['Pay cuts? Start with fat cat Steve Bundred's £212k'](#)

Editorial Daily Mirror opinion piece, in response to Mr Bundred's comment piece in *The Guardian*. This piece criticises Mr Bundred for encouraging government spending cuts, arguing that the cuts should commence with Mr Bundred's salary.

**Financial Times, 2 December 2009**

['Schools are not off-limits for UK spending cuts'](#)

Steve Bundred authors a feature saying that schools may be affected by spending cuts, arguing there are good political reasons, as well as a strong fiscal case, for arguing schools should not be off-limits when governments have to make decisions about cuts.

**The Independent, 16 May 1998**

['Fondling, fraud and feminisim - just another day in Camden'](#)

Feature article detailing a falling out between Steve Bundred and Amanda Kelly and subsequent public criticism from each party about the other. This article details a period in 1998 during which Steve Bundred was Chief Executive of Camden Council, with Amanda Kelly as his Deputy.

## **Final recommendation**

Due to the high level of negative media coverage relating to Mr Bundred, and the subsequent influence this will have had on public opinion, this analysis recommends that the media profile of Mr Bundred should be considered.

As Mr Bundred has received criticism in the media in the past, it should be considered that Mr Bundred's media profile could have negative implications for the University. It should also be considered that due to the likelihood that Mr Bundred's media profile may have had an adverse effect on public opinion.



# **Frances Cairncross CBE**

## **Analysis of media profile and public opinion**

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**March 2014**

**1. Portrayal in the media**

**2. Public opinion**

**3. Recommendation**

- **Positive arguments**
- **Negative arguments**
- **Final recommendation**

## 1. Portrayal in the media

As a journalist, economist and author, Frances Cairncross is well represented online generally, although her media coverage pertains primarily to her role as the Rector of Exeter College, Oxford, and is hence largely limited to local news media and Oxford University student communications.

There is a standalone piece in the Daily Mail: **Oxford dons at loggerheads over plans to build new student digs which would ruin academic's view**, which details a dispute between Ms Cairncross and another academic about plans to build new student accommodation.

<http://www.dailymail.co.uk/news/article-2323629/Oxford-college-row-professor-says-college-plans-build-obstruct-view.html#ixzz2vlfPPOuO>

There is also a piece on the BBC website dating from 2006 which quotes Ms Cairncross, as the then President of the British Association for the Advancement of Science, in which she says that climate change is an inevitability and that improving scientific literacy would raise public understanding of environmental issues.

<http://news.bbc.co.uk/1/hi/sci/tech/5312072.stm>

There are also a handful of biography pieces:

<http://www.timeshighereducation.co.uk/news/in-the-news-frances-cairncross/181109.article>

<http://www.independent.co.uk/biography/frances-cairncross>

[http://www.newstatesman.com/writers/frances\\_cairncross](http://www.newstatesman.com/writers/frances_cairncross)

Her book, *The Death of Distance* is reviewed extensively online - on Google Books it is described:

One of the World's most insightful journalists writes eloquently and convincingly about the ways the communications revolution will tilt the balance between large and small, rich and poor, as it transforms many business and government decisions.

It is also reviewed on Amazon alongside a number of more specialist book review sites. There are also reviews of her other books *Costing the Earth*, *the Company of the Future* and *Green Inc, a Guide to Business and the Environment*.

Ms Cairncross online presence is largely dominated by her representation as a public speaker through a number of different agencies.

## 2. Public Opinion

The majority of public opinion on Ms Cairncross online is associated with her book *The Death of Distance*. The book has been well received by-and-large although some argue that it presents only one viewpoint, that it is too broad in its subject matter and that it has dated quickly.

Ms Cairncross has a modest following on Twitter (500+) and her posts are almost exclusively about day-to-day issues at Oxford University.

### **3. Recommendation**

#### **Positive arguments:**

Ms Cairncross appears to be a strong advocate for widening participation and of creating financial support systems to allow students from less advantaged backgrounds to pursue a higher education.

Research for this analysis suggests that appointing Frances Cairncross as a new member of the London South Bank University board could encourage positive feedback from both the general public alongside staff and students.

#### **Negative arguments:**

In 2001 Ms Cairncross wrote in the Economist in favour of the legalisation of all narcotics, which could lead some to perceive her negatively.

#### **Final recommendation:**

Following extensive research regarding Frances Cairncross portrayal in the media, this analysis concludes that her media profile is mainly positive and that Frances Cairncross has the potential to have a positive impact on the university's reputation.

With the exception of her stance on the legalisation of all drugs, which could provoke some negative reaction, the media analysis has found that she holds no public views to indicate she could have an adverse effect on the university's reputation.

# Jeremy Cope

## Analysis of media profile and public opinion

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March 2014

### **1. Portrayal in the media**

Following a thorough search, this analysis has found no media coverage about Jeremy (AKA Jerry) Cope.

### **2. Public and industry opinion**

Due to the lack of media coverage, as well as Mr Cope's limited online presence, this analysis suggests that public opinion is neutral.

### **3. Recommendation**

This report concludes that, based on the above media presence analysis, Mr Cope is unlikely to have an adverse effect on the University's reputation and that it is not necessary to take his media profile into consideration.

# **Baroness Sally Morgan**

## **Analysis of media profile and public opinion**

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**March 2014**

**1. Portrayal in the media**

**2. Public opinion**

**3. Recommendation**

- **Positive arguments**
- **Negative arguments**
- **Final recommendation**

**4. Appendix of additional media coverage**

## 1. Portrayal in the media

Sally Morgan has been the focus of national news since it was announced that she will not be reappointed as chair of Ofsted in the lead up to the end of her three-year contract. Recent media attention has centred on the end of her contract serving as schools inspectorate boss.

### Main topics of media coverage about Baroness Sally Morgan:

- The end of Sally Morgan's post as chair of Ofsted, since its announcement in late January 2014.
- Lady Morgan's outspoken behaviour regarding the termination of her post and David Cameron's accusations.
- Criticism surrounding Mr Gove's decision to end Sally Morgan's contract as an attempt to politicise Ofsted.

Despite recent controversy surrounding Baroness Sally Morgan, there is no clear indication of negative coverage directed at her. In fact, there appears to be relatively positive media surrounding Lady Morgan as education insiders stand by her side.

### Media topics include:

#### The Independent, 31 January 2014

#### [Ousted Ofsted chief Baroness Sally Morgan accuses David Cameron of purging non-Tories from public bodies](#)

The outgoing chair of Ofsted Baroness Sally Morgan has accused David Cameron of trying to purge non-Conservatives from public bodies after The Independent revealed that Michael Gove would not be renewing the Labour peer's term as head of the schools inspectorate.

Lady Morgan claims her removal from Ofsted lies behind a long tradition of non-Conservative supporters who are not being re-appointed. Although Michael Gove has stated the reason behind this stems from the decision to appoint a "fresh face", Lady Morgan suspects it is coming from No. 10.

The Liberal Democrats are also said to be infuriated with Mr Gove over education policy and there is an attempt to stop Tory ministers making what the Liberal Democrats regard as "party political" appointments to public bodies.

#### The Telegraph, 31 January 2014,

#### [Michael Gove sacks Ofsted chief Baroness Sally Morgan](#)

Baroness Morgan of Huyton, a Labour peer, has been sacked as chair of Ofsted after Education Secretary Michael Gove decided that he wants a new face at the schools inspectorate. Mr Gove commended Baroness Morgan's "tremendous contribution" to Ofsted but hopes to appoint a new head of the schools inspectorate before the end of the year.

Lady Morgan will continue to serve as chair to Ofsted while a new successor is appointed in autumn. She said: "I am pleased to extend my term to complete the next stage of reform so that when I hand over to a new Chair I will leave a strong and purposeful organisation that is really making a difference to the lives of children and learners in England."

Mr Gove has denied accusations that Sir Michael was to be axed and has clarified that no members of his team have campaigned against him.

## **2. Public Opinion**

Although there are many people defending Sally Morgan and expressing their respect for her, there have been some negative comments in response to Ofsted headlines.

### **Main criticism from the general public**

- Not suitable to be the chair of Ofsted as she hasn't taught in schools since the 80s
- She didn't get "sacked", her contract ended and is simply not being renewed
- Too much attention for getting sacked and repeated stories in the media

### **Main positive views expressed by the public**

- Sally Morgan is an admired woman
- She has contributed towards key political decisions and helped shape the education system for the better
- Gove has made another mistake by not renewing her contract

### **Main topics include:**

#### **The Independent, 12 February 2014**

#### **[Chief school inspector urged Michael Gove not to sack Baroness Sally Morgan](#)**

Chief schools inspector Sir Michael Wilshaw urged Michael Gove not to remove Baroness Sally Morgan from her post as chair of education standards watchdog Ofsted.

Sir Michael has told MP's the Education Secretary did in fact consult him, prior to finalising Sally Morgan's re-appointment. He added, "I did say to the Secretary of State that I wanted her to continue in post. She has been a very good chair and we had a very good working relationship."

Sir Michael Wilshaw has publicly expressed his positive views on Lady Morgan and the extent to which she has supported him throughout her post as chair of Ofsted.

## **3. Recommendation**

### **Positive arguments:**

Research for this analysis suggests that appointing Sally Morgan as a new member of the London South Bank University board could encourage positive feedback from both the general public and internal staff and students.

This is based on the fact that there is substantial amount of positive comments published by the media which is expressed in their tone of voice. Moreover, it is expressed by political advisors as well as the public.

### **Negative arguments:**

Due to the extent to which Sally Morgan has dominated national headlines since the beginning of 2014, this analysis recommends that the possibility of negative implications for the University's reputation should be considered.

The analysis has found that public sentiment of Baroness Morgan is divided, therefore negative feedback should be anticipated and it should be considered that this could potentially have an adverse effect on LSBU's reputation.

### **Media topics include:**

**TES News, 7 February 2014,**

[Ofsted's Sally Morgan launches attack on Gove and his advisers](#)

Baroness Sally Morgan has made her displeasure about being ousted as Ofsted chair crystal clear in a strongly-worded attack on Michael Gove and his advisers.

Days after it emerged that the education secretary had decided **not to renew the Labour supporter's contract** at the helm of the watchdog, Baroness Morgan has launched an outspoken assault on the government's reform agenda – and the perceived hostility towards Ofsted emanating from the Department for Education.

Sally Morgan speaks of the dangers of creating an “unfettered, unregulated market in education” which will lead to a disaster for schools. Lady Morgan, strongly emphasises the implications of this for the education system and this generation.

She then goes on to criticise commentators lacking experience within the sector and their strong views on the subject, referring to Dominic Cummings, former special advisor to Mr Gove.

Sally Morgan believes that Ofsted is the only impartial guarantor of England's education thus attempts to undermine it will result negatively on none other than our children's education. She also continues to praise Sir Michael, his team and their on-going hard work.

### **Final recommendation**

Following extensive research regarding Baroness Morgan's portrayal in the media and public opinion, this analysis concludes that Baroness Morgan's media profile is mainly positive.



Based on the media analysis, this report suggests that Baroness Sally Morgan has the potential to have a positive impact on the University's reputation.

With the exception of some negative comments from the public on recent headlines, the media analysis has found that there are few strong views to indicate she could have an adverse effect on the University's reputation.

In addition, prior to the Ofsted media coverage, Baroness Morgan was mainly mentioned with positive sentiment in the media, and the media coverage suggests that Baroness Morgan has successfully avoided negative media coverage.

#### **4. Appendix of additional media coverage**

**The Mirror News, 9 February 2014,**

[Michael Gove 'ignored top civil servant' to sack Ofsted chairwoman Baroness Sally Morgan](#)

The Tory Education Secretary refused to renew the contract of the Labour peer who was an aide to Tony Blair, despite his advisors telling him to do so.

Mr Gove sparked uproar when it emerged last week that he had refused to renew the contract of Labour peer Baroness Morgan as chairwoman of Ofsted.

The decision was made despite advice from Mr Gove's top civil servant at the Department for Education.

This is not the first time Michael Gove has received criticism, he also failed to listen to officials' advice in 2010 when he axed over 700 school building projects, leaving the public outraged.

Mr Gove's Lib Dem deputy, David Laws is also said to be outraged at his final decision regarding Lady Morgan.

**BBC News, 1 February 2014,**

[Ofsted chair Sally Morgan: No 10 ousting non-Tories from posts](#)

Downing Street is ousting non-Conservative supporters from key public body posts, according to the outgoing chair of schools inspectorate Ofsted.

Baroness Sally Morgan talks to the BBC about the recent announcement of her post as chair of Ofsted coming to an end and her thoughts on the reasons behind it.

She told Radio 4: "I really do think it's just I am the latest of a fairly long list of people now who are non-Conservative supporters who are not being re-appointed." Lady Morgan then goes on to express her concern regarding this pattern and urging the cabinet secretary address this issue.

The Deputy Prime Minister stands by Lady Morgan's side as he makes a complaint to the cabinet secretary about Conservatives making "party political" appointments.

**Chanel 4 News, 1 Feb 2014,**

[Baroness Sally Morgan – a Labour face that simply didn't fit anymore?](#)

There are many reasons to question Michael Gove's decision not to reappoint Baroness Sally Morgan to a second term at the helm of the school's inspector Ofsted.

At the time (2011), it was seen as a bit of a coup for the education secretary when he hired Lady Morgan as chairman. Here was an out-and-out Blairite (she was one of Tony Blair's closest aides during his premiership) who was nevertheless a supporter of the Conservatives' free-schools programme.

It appears to be unclear as to why Lady Morgan would not be reappointed, considering her fantastic work during post as chair of Ofsted. Perhaps a Labour Face no longer fit the profile?

This isn't the first time a Labour supporting Chair is being replaced in favour of a Conservative supporter. Previous Labour Party Chairs not being reappointed include; Dame Liz Forgan, Baroness Kay Andrews, Dame Suzi Leather and Prof Lisa Jardine.

# **Kieran Murphy**

## **Analysis of media profile and public opinion**

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**March 2014**

### **1. Portrayal in the media**

Following a thorough search, this analysis has found no media coverage about Kieran Murphy. Mr Murphy's online presence is limited to brief descriptive profiles detailing his experience and expertise, such as:

- Brief profile on [Kingspan](#) website, where Mr Murphy is Non-executive Director
- 2013 appointment news story on [University College London Hospitals' news section](#)
- Executive profile on [Bloomberg Businessweek](#)

### **2. Public and industry opinion**

Due to the lack of media coverage, as well as Mr Murphy's limited online presence, this analysis suggests that public opinion is neutral.

The presence of executive and non-executive profiles on various websites suggest Mr Murphy's expertise is highly regarded in the sector and industry.

### **3. Recommendation**

This analysis has found insufficient media coverage to estimate the potential implication Kieran Murphy on the University's reputation.

This report concludes that, based on a media presence analysis, Mr Murphy is unlikely to have an adverse effect on the University's reputation and that it is not necessary to take the media profile into consideration.

	PAPER NO: CNC.03(14)	
Board/Committee:	Chair Nomination Committee	
Date:	14 March 2014	
Paper title:	Next steps	
Author:	Michael Broadway, Governance Officer	
Board sponsor:	Andrew Owen, Chairman of the Chair Nomination Committee	
<b>Recommendation:</b>	That the committee approve the next steps in the process	
Matter previously considered by:	N/A	N/A
Further approval required?	No	N/A
Communications – who should be made aware of the decision?		

## Next steps

### Interviews

Following discussion at the meeting members of the committee will meet the shortlisted candidates for interviews during the week commencing 24<sup>th</sup> March (Monday to Wednesday). Candidate availability for these dates is set out below:

1. **Frances Cairncross** - Could do the 24<sup>th</sup> most easily, and then probably the 26<sup>th</sup>, especially if that's a morning slot. The 25<sup>th</sup> now involves shifting something. Interviewing at UoL Wednesday 12<sup>th</sup> March.
2. **Sally Morgan** - Has Board meetings on 25th (all day), and 26th (out of London). Current appointments on 24 are moveable.
3. **Kieran Murphy** - Currently has scheduled meetings in the morning of 25th and from lunchtime onwards on 26th but otherwise available.
4. **Jerry Cope** - Has commitments on all 3 days but they are all movable.
5. **Steve Bundred** – Available anytime on 25 March.

It was agreed at the meeting of 6<sup>th</sup> February that the panel would consist of the Chair of the Committee and three additional committee members (availability permitting).

# **London South Bank**

## University

Committee members are requested to have their availability for these dates ready at the meeting so that the interviews can be finalised.

### **Appointment of Preferred Candidate**

Following the interviews it is recommended that the preferred candidate is agreed by the committee at the final meeting or by telephone.

The preferred candidate will meet the Chairman of the Board.

There will then be two stages to the appointment process:

1. The preferred candidate will need to be appointed as an Independent Governor first – this is done by the Appointments Committee (made up of all the Independent Governors);
2. Once appointed as a governor the Board as a whole will need to approve the candidate's appointment as Chair elect

It is recommended that the Appointments Committee and the Board meeting are held sequentially on the same day via conference call during the week commencing 31<sup>st</sup> March 2014.

### **Communications**

A targeted press release will be issued once the candidate has been appointed.

### **Initial Meetings for Chair designate**

May 2014 attends Board meeting

July 2014 attends P&R

Sep 2014 chairs P&R

Oct 2014 attends Strategy day

	PAPER NO: CNC.04(14)	
Board/Committee:	Chair Nomination Committee	
Date:	14 March 2014	
Paper title:	Terms of Appointment	
Author:	Michael Broadway, Governance Officer	
Board sponsor:	Andrew Owen, Chairman of the Chair Nomination Committee	
<b>Recommendation:</b>	That the committee agree the terms of appointment for the Chair designate	
Matter previously considered by:	N/A	N/a
Further approval required?	Board of Governors	On: tbc
Communications – who should be made aware of the decision?		

### **Executive Summary**

The following are proposed as terms of appointment for the Chair designate:

- To serve as Vice Chair and Chair of the Policy and Resources Committee for a year until July 2015.
- To be appointed for a new term of four years on becoming Chair in August 2015. This term will be renewable for a further four years in July 2019.
- That the post is unremunerated (except for reasonable expenses). Under the new articles (to be approved by the Board on 20<sup>th</sup> March 2014), the University will be able to remunerate governors provided that they have
  - read considered and taken into account the published guidance of the Charity Commission (and of any other body which regulates the University) relating to the remuneration of charity trustees for acting as such;
  - resolved that the remuneration is clearly in the interests of the charity that the trustee in question be awarded the remuneration in question; and

# London South Bank University

- resolved after taking reasonable steps to identify and consider all other reasonably available options for recruiting or retaining a suitable candidate for the role of Governor, that offering the remuneration in question provides a significant and clear advantage over all the other options available.
  
- The candidate will be expected to put in the time necessary to perform effectively in the role.

The agreed role description is attached below for information.

The committee is requested to agree the terms of appointment as set out above.