

Meeting of the Nomination Committee

2.00 pm on Thursday, 24 September 2020
via MS Teams

Agenda

<i>No.</i>	<i>Item</i>	<i>Pages</i>	<i>Presenter</i>
1.	Welcome and apologies		JC
2.	Declarations of interest		JC
3.	Minutes of the previous meeting	3 - 10	JC
4.	Board diversity - Athena SWAN commitments	11 - 16	JC
5.	Recruitment consultant engagement recommendation	17 - 34	JC
6.	Governor skills matrix	35 - 38	JS

Date of next meeting tbc

Members: Jerry Cope (Chair), Duncan Brown, Michael Cutbill, Hilary McCallion, David Phoenix and Rashda Rana

In attendance: Kerry Johnson and James Stevenson

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**Minutes of the meeting of the Nomination Committee
held at 2.30 pm on Thursday, 14 March 2019
Technopark, SE1 6LN**

Present

Jerry Cope (Chair)
Steve Balmont
Douglas Denham St Pinnock
David Phoenix

Apologies

Shachi Blakemore
Hilary McCallion

In attendance

James Stevenson
Michael Broadway
Askari Jafri

1. Welcome and apologies

The Chair welcomed governors to the meeting.

The above apologies were noted.

2. Declarations of interest

Steve Balmont declared an interest in agenda item 6 in relation to knowing some of the shortlisted candidates in a professional capacity.

Mr Balmont also declared an interest in agenda item 7 in relation to his recent appointment as a director of South Bank Colleges (SBC).

3. Minutes of the previous meeting

The committee approved the minutes of the meeting of 27 September 2018.

4. Matters arising

No matters arising were noted.

5. Independent governor succession planning

The committee discussed the update on independent governor succession planning. The committee noted LSBU's commitment, under its Athena Swan submission, to:

- Aim to have a gender balanced (60/40) set of independent governors on the Board by 2020; and

- Produce gender-balanced shortlists.

If the shortlist does not meet the commitment, the committee is to ensure this is due to a valid mitigation (such as unsuitability of candidates because they do not meet any skills gap identified in the skills matrix).

The committee noted the skills and diversity matrices and noted that all independent governors would be asked to self-assess against the skills matrix in summer 2019.

6. Independent governor recruitment

The Chair briefed the committee on the remit provided to Audeliss when selecting appropriate candidates. Their focus has been on diversity and the need for prospective candidates to meet noted skills gaps in the current Board (audit, property, digital and international). The committee noted strong candidate list provided by Audeliss and further noted the wider diversity of the pool of candidates.

The committee discussed in detail the candidates put forward by Audeliss. The Chair briefed the committee on his informal telephone conversations with each of the prospective candidates. The committee noted the addition of Deepa Shah to the pool of prospective candidates, after a recommendation from Mr Balmont.

With consideration to the skills-gap, diversity and initial telephone conversations, the committee approved a list to be interviewed.

The committee noted the interview panel will consist of Jerry Cope, David Phoenix and another member of the committee, subject to availability. The committee noted the suggested interview dates are 22 March 2019, 28 March 2019 and 29 March 2019.

7. Composition of LSBU subsidiary boards

The committee discussed the changes in the composition of the South Bank Academies' (SBA) and South Bank Colleges' (SBC) Boards and noted the balance of gender, skills and ethnicity.

The committee agreed to be the appointing authority to the SBA and SBC Boards, in line with the relevant company's articles.

The committee approved the appointment of Fiona Morey and Hitesh Tailor as directors of SBA. The committee noted that Mr Tailor would chair the SBA Board.

The committee ratified the appointments of Mr Balmont, Ruth Farwell, Mee Ling Ng and Andrew Owen as directors of SBC.

The Chair noted it would be useful to meet Mr Taylor and Ms Farwell as part of their inductions as Chairs of their respective company boards.

Date of next meeting
2.30 pm, on Friday, 9 August 2019

Confirmed as a true record

..... (Chair)

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Written resolution of the **Nomination Committee**
of London South Bank University
passed on Friday, 9 August 2019

1. **Declarations of interest**

The committee noted the conflict for item 2 for Hilary McCallion. Ms McCallion would not take part in the decision.

No other member declared an interest in any item on the agenda.

2. **SBA Director's recruitment**

On behalf of LSBU as sponsor of SBA, the committee considered the recommendation to appoint Hilary McCallion as a director of South Bank Academies.

The committee considered that Ms McCallion had relevant skills and experience for the role. On behalf of LSBU as sponsor of SBA, the committee approved the appointment of Ms McCallion for a first term of four years, to commence with immediate effect.

Circulated to:

Jerry Cope
Douglas Denham St Pinnock
David Phoenix

Signed on behalf of the Nomination Committee

..... (Chair)

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Written resolution of the **Nomination Committee**
of London South Bank University
passed on Thursday, 12 December 2019

1. **Welcome and apologies**

No apologies were received.

2. **Declarations of interest**

No member declared an interest in any item on the agenda.

3. **Re-appointment of independent governor - Michael Cutbill**

The committee approved the re-appointment of Michael Cutbill as an independent governor for a second term of four years commencing on 1 January 2020.

Circulated to:

Jerry Cope
Douglas Denham St Pinnock
David Phoenix
Hilary McCallion

Signed on behalf of the Nomination Committee

..... (Chair)

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	CONFIDENTIAL
Paper title:	Board diversity - Athena SWAN commitments
Board/Committee:	Nomination Committee
Date of meeting:	24 September 2020
Author(s):	Sebastian Bromelow, Project Manager (OD/EDI)
Sponsor(s):	Jerry Cope, Chair of the Board
Purpose:	For Discussion
Recommendation:	The committee is requested to note and discuss the action points set out in the Athena SWAN application as it impacts on the Board's approach to diversity.

Executive summary

Advance HE's Athena SWAN Charter was established in 2005 to encourage and recognise commitment to advancing the careers of women in higher education.

LSBU has been awarded the Athena SWAN bronze award. Within the action plan submitted alongside our application, specific actions were agreed regarding the Board of Governors and its committees. These actions are set out in Appendix A.

The attached paper outlines summarises the implementation of Athena SWAN at LSBU, and sets out the expectations for the diversity of the Board.

Recommendation

The committee is requested to note and discuss the action points set out in the Athena SWAN application as it impacts on the Board's approach to diversity.

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Athena SWAN Implementation

Outline

Advance HE's Athena SWAN Charter was established in 2005 to encourage and recognise commitment to advancing the careers of women in science, technology, engineering, maths and medicine (STEMM) employment in higher education and research.

In May 2015 the charter was expanded to recognise work undertaken in arts, humanities, social sciences, business and law (AHSSBL), and in professional and support roles, and for trans staff and students. The charter now recognises work undertaken to address gender equality more broadly, and not just barriers to progression that affect women.

LSBU Bronze Success

LSBU has been awarded the Athena SWAN– Bronze Award (2020-2025). This level shows that LSBU has a solid foundation for eliminating gender bias and developing an inclusive culture that values staff. It is the first step on a long and exciting journey to ensure that LSBU values, celebrates and is inclusive of all its staff, regardless of gender.

Implementation

After receiving a Bronze Award the Equality, Diversity and Inclusion (EDI) Team launched the "Implementation Group". The Group consists of leads from the primary areas of the submission including Organisation Development (OD), Human Resources (HR), EDI, Outreach, Research and Governance. The Group seeks to actively embed the Athena SWAN's Action Plan into local and institutional delivery plans and strategies to enable LSBU to meet its commitment to the Athena SWAN, gender equality and diversity/inclusion more broadly. The Group meets quarterly to discuss successes, challenges and alignment of work.

Governance

Within the Athena SWAN were a number of Action Points relating to the governance of the Group and more local committee governance structures to enable a step change in gender equality within these structures, as well as more wide-ranging work to embed diversity and inclusion across our governance structures and landscapes.

The primary drive around these Action Points is to **"to create gender balanced boards/committees (40-60%)"**. This will be achieved through:

- Publishing commitments to gender equality within the governance structures
- Reviewing recruitment and selection processes to embed gender equality
- Reviewing memberships to embed gender equality
- Producing developmental opportunities and resources for Chairs and members on inclusive boards/committees

Creative solutions and setting the bar high

Our Athena SWAN was successful this time due to its ambitious realism. There are targets linked for this academic year (20/21) and 21/22 tied to many of the actions, which reflect not only the necessity of the work, but also an ambition to create a real step-change in this area. To create a truly inclusive higher education sector, the sector needs to start acting with more urgency in this area and begin to be far more ambitious and creative in unpacking centuries-old structures.

While the Athena SWAN is focussed on gender equality, it is fully expected that wider diversity and inclusion, through an intersectional lens, will be considered at all stages of work linked to the Athena SWAN, and beyond. This will include, but are not limited to, areas such as race, sexuality, accessibility, social mobility and carers. By viewing the Athena SWAN as a springboard to building a thriving and diverse London South Bank it will enable, challenge and empower LSBU to become a truly inclusive sector-leading organisation.

Some of the creative solutions to Board/Committee diversity which would achieve, even exceed, our Athena SWAN actions would be:

- Public statements – *to ensure that LSBU can be held accountable and that our staff, students and public can see how aims and ambitions.*
- Quotas within recruitment (candidate lists, recruitment panels, final candidates) - *gender balanced and inclusive throughout the process is vital to eliminate bias and build confidence in the system*
- Rotating Chairships – *for some committees the Chair can rotate throughout its membership to empower other members, address power imbalances and foster development opportunities.*
- Seconded/open Places - *where memberships are linked to certain positions this can cause both unpredictable and/or stagnated diversity within boards/committees. An ever-more common way to address this is through “open places” whereby additional members will be added to address imbalances.*
- Sponsored observers - *members of a board/committee should be encouraged to “sponsor” staff to attend as observers. This has been proven to help breakdown actual and perceived barriers to decision making, expand knowledge/expertise within the staff body and develop staff pipelines.*
- Continuous development – *Chairs, and all members, should be engaged in a continuous and current set of development opportunities around diversity and inclusion to fully embed into the everyday working of decision making bodies.*

Recommendation

The committee is requested to note and discuss the action points set out in the Athena SWAN application as it impacts on the Board’s approach to diversity.

Action point	Deliverables
<p>AP59 The Board of Governors, through the Nomination Committee, commits to producing gender-balanced shortlists of candidates for independent governor recruitment</p>	<p>A published commitment is made by the Board to commit to being gender balanced (40-60%) by 2022</p>
	<p>The Nomination Committee will only produce gender balanced (40-60%) shortlists from Jan 2020.</p>
	<p>The Board of Governors will be gender balanced by 2022</p>
<p>AP63 When gender balance cannot be achieved through the committee membership structure additional members will be co-opted to address this</p>	<p>Guidelines for co-opting will be created in 2020 by EDI and Governance</p>
	<p>That co-opting is used when gender balance is not forthcoming. Monitored by Governance with oversight from EDI</p>
<p>AP64 The Academic Board and its committees aim to be gender-balanced by 2021, with female representation between 40% and 60%</p>	<p>A published commitment is made by the Committee to commit to being gender balanced (40-60%) by 2021</p>
	<p>The Academic Board will aim to be gender balanced by 2021</p>
<p>AP65 Academic Board committee memberships will be reviewed annually to ensure that they are fit for purpose, and where possible amended to maximise gender diversity and representation across the institution</p>	<p>From 2020, EDI and Governance will review memberships and make recommendations where possible to address any lack of gender balance</p>
<p>AP66 Have representation from non-senior staff on at least 70% institutional committees by inviting observers to meetings by August 2020</p>	<p>Staff newsletters (which go out fortnightly) to often promote opportunities to observe key committees</p>
	<p>Encourage Chairs and other formal members of committees to bring at least one observer to a committee annually. Chairs to monitor this with assistance from Governance.</p>
<p>AP71 Develop and publish guidance for committee chairs on how to create inclusive meetings</p>	<p>EDI to work with Governance on creating a guide for all Chairs on how to chair inclusive meetings. Published and communicated by September 2020.</p>
	<p>EDI & Governance to hold at least two workshops a year on inclusive practice for Chairs. Attendance monitored by EDI.</p>

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	CONFIDENTIAL
Paper title:	Recruitment consultant engagement recommendation
Board/Committee:	Nomination Committee
Date of meeting:	24 September 2020
Author(s):	Kerry Johnson, Governance Officer
Sponsor(s):	Jerry Cope, Chair of the Board
Purpose:	For Approval
Recommendation:	The committee is requested to support the appointment of Audeliss as search consultants for the recruitment of up to three independent governors.

Executive summary

In March 2021, both Mee Ling Ng and Hilary McCallion finish their terms as members of the Board of Governors. In addition, Douglas Denham St Pinnock's term ended in March 2020. In light of the need to recruit at least two new independent governors, the Chair requested that recruitment consultants be approached in order to begin the recruitment process in Autumn 2020.

Three executive search firms were approached and provided detailed proposals. The brief for the 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 approached were Audeliss, Odgers Berndtson and Saxton Bampfylde.

The three proposals were evaluated against four criteria:

1. Access to diversity networks (30%);
2. Track record (20%);
3. Access to talent networks (30%);
4. Price (20%).

Following evaluation by Governance and the Chair, it was agreed that Audeliss best fitted the brief. The written proposal submitted by Audeliss is attached (Audeliss have since offered a reduced price of £22,500 for the first governor recruited, and £11,250 for additional governors).

Recommendation

The committee is requested to support the appointment of Audeliss as search consultants for the recruitment of up to three independent governors.



**London
South Bank**
University

Executive Search Proposal

Independent Governors

Strictly Confidential

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11th September 2020

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1. Our Starting Point

Audeliss are delighted to present London South Bank University (LSBU) with a proposal for the executive search of Independent Governors. The following proposal covers our credentials in sourcing and appointing board candidates, as well as our methodology and approach for this specific mandate.

Role Overview:

LSBU is seeking to appoint two/three Independent Governors to the university's Board by spring 2021 to take forward the strategic ambition of being London's top modern university. LSBU are seeking Independent Governors who will bring their strategic insight and experience to enable the university to achieve its ambitions in a rapidly changing and challenging higher education environment.

Independent Governors bring to the board and the university expertise and perspectives from a range of sectors and disciplines, which enables the university to develop in new areas and grow its contribution to society, both nationally and internationally. LSBU's current Strategic Plan runs to 2020 and with ever changing Higher Education landscape strong leadership is essential. Approximately 70% of students are Londoners and the recent access and participation plan published by LSBU indicated that a significant proportion of students came from a Black, Asian and Minority Ethnic (BAME) background. Therefore, it is critical for the board to be reflective of the student body it serves. In addition, two of the Independent Governors due to step down from the Board are women, so the diversity in both gender and ethnicity is of high importance.

Our Approach and Current Relevant Work:

As a specialist diversity search firm, Audeliss have been working with organisations over the past nine years to drive representation at board and executive level. In addition to Audeliss, we work with corporates through our sister organisation, [INvolve](#), a global network and consultancy championing diversity and inclusion in business. Through the delivery of events, programmes, thought leadership and advisory solutions, INvolve helps firms drive cultural change and create inclusive workplaces where any individual can succeed.

Audeliss have previously worked with LSBU to appoint four Independent Governors onto your Board (Vinay Tanna, Rashda Rana, Mark Lemmon and John Cole) (Please see the case study in section 8).

We are also currently partnering with De Montfort University to appoint three Independent Governors onto the Board, where diversity (both gender and ethnicity) are also very high on the agenda to reflect the student community that DMU serves.

The diversity of the longlist for the three seats is:

- HR seat: 5 women (all ethnic minority)
- Commercial seat: 3 men (all ethnic minority), 3 women (2 ethnic minority)
- Higher Education seat: 3 women and 2 men (all ethnic minority)

All three seats are currently at panel interview stage.

De Montfort University retained us after a failed process with another search firm who did not deliver the diversity they were looking for. We are delivering first time going to market for them.

2. Our Expertise

KEY POINTS

- We level the playing field for diverse leaders for executive and board appointments by thinking outside of the traditional search model.
- Our experienced team are dedicated to creating meaningful encounters between exceptional talent and progressive organisations.
- Our global network and reputation means that Audeliss is the destination for diverse senior talent.
- We put talent before background and always recommend the best person for the role.

Our purpose is to level the playing field for diverse leaders for executive and board appointments. We believe in the importance of diversity of thought as the biggest competitive advantage to any leadership team, so we always cast a wider net when looking for talent and think outside the traditional search parameters when partnering with our clients.

Our executive search expertise means that we won't miss any of the candidates that a traditional search firm will reach (we reach them too), but our position as a destination for diverse talent also allows us to engage a range of compelling people outside the mainstream market map.

Our talent pools primarily focus on gender, ethnicity and LGBT+ but our reputation as an inclusive search firm means we represent all minority communities as well as advocate and ally leaders who are passionate about helping to build diverse organisations. With offices in both London and New York we approach every senior search assignment with a global lens and are not afraid to look across sector to find the rare qualities that many of our clients are looking for.

Regardless of background our focus is on putting talent first and we will always recommend the best person for the role.

Every member of our experienced team is dedicated to creating meaningful encounters between exceptional talent and progressive organisations – and we've built an impressive reputation on the results of this commitment.

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.

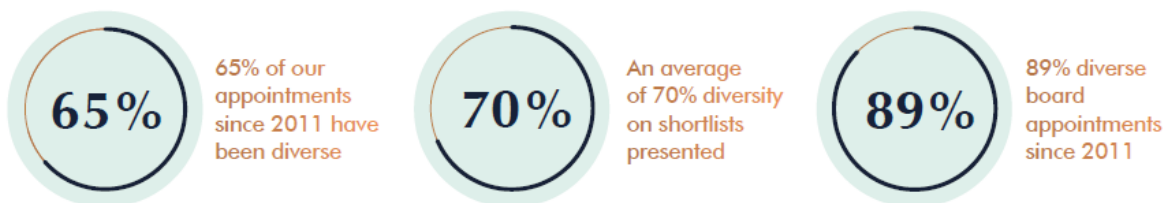
3. Our Commitment To Diversity

KEY POINTS

- 65% of our appointments have been diverse since 2011, rising to 89% for board appointments.
- Our Founder & CEO is Suki Sandhu OBE; diversity champion and founder of INvolve – the inclusion consultancy.
- INvolve publish the global EMpower, HERoes and OUTstanding Role Model Lists in partnership with Yahoo Finance – celebrating the senior ethnic minority, female and LGBT+ talent driving change in the workplace.
- Our relationship with INvolve and engagement with other diversity based initiatives gives us unique access to a network of emerging and established senior talent.

The reality is that for many businesses, diversity is still little more than a tick box exercise. The same is true of many other executive search firms. At Audeliss we are proud to be very different and love to work with organisations that share our passion for breaking the status quo.

Since day one, diversity has been at the heart of what we do, and why we do it. 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. But this isn't the only diversity we embrace. We look beyond your market sector and known candidates to find exceptional talent who can bring a new perspective to your organisation.



Our Founder & CEO, Suki Sandhu has been ground breaking in the field of diversity and inclusion and was awarded an OBE in 2019 for services to diversity. Alongside Audeliss he is the founder of INvolve - the global membership organisation and consultancy championing diversity and inclusion in business.

Every year INvolve run a global series of events designed to unpack some of the key issues and opportunities across diversity and inclusion. With a focus on individual diversity strands as well as intersectionality, these events include panel discussions on pressing topics, presentations from leading speakers and roundtables attended by a range of prominent voices within business.

INvolve also publish the global EMpower, HERoes and OUTstanding Role Model Lists in partnership with Yahoo Finance - recognising and celebrating business leaders who are breaking down barriers at work and inspiring the next generation of diverse talent.

These Role Model Lists reach a substantial global audience and provide a unique opportunity for us to engage directly with established and emerging talent who are changing the face of business.

- [The EMpower Ethnic Minority Role Model Lists](#) showcase business leaders who are working hard to smash the ceiling for ethnic minorities in the UK, Ireland, Europe, and people of colour in the United States and Canada.
- [The HERoes Women Role Model Lists](#) showcase leaders who are championing women in business and driving change for gender diversity in the workplace.
- [The OUTstanding LGBT+ Role Model Lists](#) showcase LGBT+ business leaders and allies who are breaking down barriers and creating more inclusive workplaces across the world.

INvolve are also working closely with leading advocates for people with disabilities to create the first ever global business Role Model List for Disability.

Alongside our work with INvolve, our reputation as diversity champions means that our team are regularly invited to contribute to initiatives and attend events from across the diversity spectrum. These provide the opportunity for us to help progress the conversation around inclusion and further build our networks.

Audeliss are proud members of the 30% Club and committed to the government's [Voluntary Code of Conduct for Executive Search firms](#).

4. The Audeliss Search Process

Our role as a search firm is to partner with your stakeholders to understand your specific hiring needs and mitigate bias throughout the process to ensure an **Inclusive Recruitment Process**.

Role Profile - we will help craft an inclusive role description, at Audeliss we advocate for a candidate prospectus over a more one dimensional role description. What is essential vs nice to have will have a huge bearing on the diversity of applicants, but expanding the brief at the start of the assignment is not enough, you will need to periodically revisit your goals and objectives to ensure that you all remain committed to diversity.

Different outputs require different inputs - we will help you experiment with new channels to reach a broader candidate pool. We commit to a range of active and passive approaches to expanding your applicant pool and ensure that this is done

in collaboration with the hiring manager so that they keep an open mind through candidate assessment.

Define hiring process upfront - pre brief all the stakeholders in the interview process and stick to the process throughout. Align organisation principles to competencies that you require from your role, assign specific competencies to each interviewer, so you avoid duplication and increase your odds of effective selection by covering all areas and avoid conveying bias through your interview team, as everyone is assessing for different skills.

Be consistent - by following the same process for all candidates, internal, external or referrals is how you retain diversity in your pipeline and select a candidate who is best equipped to be a success both within the role and the company, rather than the candidate that feels like the safest bet on paper.

Ensure positive candidate experience - acknowledge that high potential candidates, particularly those with a diverse background, typically have multiple options and it is up to the employer to demonstrate their value proposition.

Be open-minded - acknowledge the benefits of inclusion of all perspectives and be aware of any personal preferences or limited view points.

Effective on-boarding – this starts as soon as the candidate accepts the offer and before they join the organisation. It's important to understand what support the new hire will need and partner with relevant stakeholders. We have a trusted network of experienced executive coaches that can also offer additional support.

Our recommended search methodology follows six key stages below which are tailored to suit the requirements of each appointment.

Create	<p>To understand the role in detail and create an agreed profile of the ideal candidate.</p> <ul style="list-style-type: none"> • Briefing meetings on candidate specification • Creation of candidate prospectus • Agreement of timetable
Identify	<p>To understand the current market and locate potential candidates.</p> <ul style="list-style-type: none"> • Bespoke research and market mapping • Extensive and discreet search activity • Leveraging our diverse networks • Obtaining robust recommendations
Engage	<p>To make meaningful and discreet connection with potential candidates and firmly establish suitability and interest.</p> <ul style="list-style-type: none"> • Being a brand ambassador • Discreet candidate engagement

	<ul style="list-style-type: none"> • Handling candidate questions and responses
Assess	<p>To assess potential candidates against the criteria agreed.</p> <ul style="list-style-type: none"> • Candidate scoring and assessment • Competency and scenario based interviewing • Longlist reporting to client
Present	<p>To provide a shortlist of diverse, skilled and experienced candidates.</p> <ul style="list-style-type: none"> • Presentation of shortlist • Client briefing on selection • Due diligence and verbal references • Organisation of final stage interviews
Deliver	<p>To assist in securing the appointment of the preferred candidate.</p> <ul style="list-style-type: none"> • Lead in negotiating offers • On-boarding of the candidate • Debrief and feedback on the process • Ongoing support

5. How We Secure Unique Talent

A wider net – We challenge hiring managers to think differently about where we can find the best candidate be it a different industry, transferable skills or even someone who can grow into the role. We would advise looking across both public and private sector, focusing on key transferable skills which will open the candidate pool and provide real diversity of background on the shortlist.

Our diverse networks – We have a vast network of diverse talent and our relationship with INvolve means we are building new relationships around the world with senior and future leaders every single day. We're able to tap into the network established by our Role Model lists which cover all sectors and functions.

A destination for diverse talent – Many diverse candidates have had bad experiences with other search firms. They contact us because they know they will have a fair chance against other candidates. LSBU partnering with Audeliss demonstrates to candidates that you are serious about diversity hiring.

Positive candidate experiences – Long term relationships are built on trust and our investment has been in delivery, resourcing and research skills – rather than sales. We pride ourselves on ensuring candidates have a great experience which is particularly important in diversity markets and we never forget that we are ambassadors of LSBU.

Coaching and empowerment – It's our job to help people put their best foot forward when going for the role – this is especially important for diverse candidates. We also advise and coach clients through issues such as unconscious bias, especially when ethnic minority diversity may be a challenge in the leadership team or boardroom.

Getting involved – Our team regularly speak, facilitate and participate in events aimed at increasing awareness of D&I alongside organisations such as PwC, Glaad, the Executive Leadership Council, Stonewall, Weber Shandwick and the IoD. We host dedicated diversity-related events such as our CHRO breakfast briefings, and Chair/CEO dinner events. We have shifted all our events to virtual sessions and are currently providing a number of topical webinars on subjects of Inclusive Recruitment, Creating Iconic Organisational Culture during Remote Working and Black Inclusion in the Workplace.

We believe in talent first and foremost – There is no need for positive discrimination in our recruiting practices due to the plethora of diverse talent across the business world. We aim to match the best candidate to the role, regardless of background.

6. Snapshot of our Track record

(provided in confidence)

<p>Non-Executive Director</p>	<p>Non-Executive Directors Consumer Panel Members</p>	<p>Non-Executive Directors</p>	<p>Chair Non-Executive Director</p>
<p>Non-Executive Directors</p>	<p>Non-Executive Director</p>	<p>Independent Governors</p>	<p>Non-Executive Director</p>
<p>Non-Executive Director</p>	<p>Non-Executive Director</p>	<p>Chair</p>	<p>Non-Executive Directors</p>

 Non-Executive Directors Enforcement Committee Members	 Non-Executive Director	 Non-Executive Director	 Non-Executive Director
 Trustees	 Trustees	 Lay Member	 Chair
 Non-Executive Director	 Director of Estates	Blackboard Data Protection Officer	 Chief Financial Officer Chief People Officer

7. Typical Timescales

Based on our previous work, this is an example timescale for a role. The timings here can be adjusted if required to meet your internal milestones and deadlines.

Date	Briefing & Drafting
Week 1	<ul style="list-style-type: none"> We understand the role and create any resources required for the search
	Research
Week 1 - 5	<ul style="list-style-type: none"> We undertake our search activity and discretely approach potential candidates
	Long list to Shortlist

Week 6 - 9	<ul style="list-style-type: none"> We meet with you to review our research outcomes and then conduct our own meetings and interviews with chosen candidates
	Formal Interviews
Week 10 - 11	<ul style="list-style-type: none"> Formal Interviews take place based on the agreed structure to identify the preferred candidate. We take references, keep reserve candidates warm and stand down any unsuccessful candidates
	Appointment
Week 12	<ul style="list-style-type: none"> We assist with offers and negotiations to reach the final confirmed appointment for the role

8. Case Studies

8.1 London Southbank University – Independent Governors



London South Bank
University

The brief

LSBU is a cosmopolitan university with over 18,000 students drawn from over 130 countries. They are University of the Year for Graduate Employment (The Times and The Sunday Times Good University Guide 2018) and Times Higher Education's Entrepreneurial University of the Year 2016. They are financially stable with annual income of c£145m. Their objective is to be London's top modern university by 2020.

Challenges

- Looking for three governors with very distinct skill sets; one with a legal background, one with a technology background and a further one with a senior career in business.
- Diversity for the shortlist was a priority. Wanted governors to reflect the diverse student body.
- Convincing high calibre individuals with numerous other paid board commitments to have a discussion about an unpaid opportunity with a significant time commitment.

The Audeliss Solution

- Due to the quality of the shortlist ended up recruiting four governors, not three.
- Longlist – 50% Diverse. Shortlist – 60% Diverse – 6/10 – 3 Ethnic Minority Female, 2 Female, 1 Ethnic Minority Male, 4 Male.
- Placements – 50% Diverse – 1 Ethnic Minority Female, 1 Ethnic Minority Male.

8.2 Cambridge University Hospitals NHS Trust - Non-Executive Director



The brief

Cambridge University Hospitals (CUH) is one of the largest and best known hospitals in the UK. The Trust comprises Addenbrooke's, which provides general and specialist care, and the Rosie, offering women's and maternity care.

The Trust required a non-executive director to work alongside colleagues in holding the executive to account for the satisfactory operation and management of the Trust, whilst at the same time ensuring the board plays a full role in the development and determination of the Trust's strategy.

Challenges

- The Trust were especially keen to appoint a diverse candidate and a focused search on potential female and Ethnic Minority candidates
- Challenges within the NHS, complexity, political, transparency
- Needed an individual who would challenge constructively and engage well with both the governors and the executive

The Audeliss Solution

- Audeliss advertised the role across a range of networks and publications aimed at attracting diverse candidates
- The longlist and shortlist had a strong focus on diverse talent and two excellent Ethnic Minority female candidates were shortlisted. The first candidate was appointed whilst the second candidate remains engaged with in the Trust exploring other opportunities

8.3 Durham University - Lay Member



The brief

Durham University is world-class Russel Group University, noted for excellence in teaching and research. The university has an ambitious, growth-focused strategy with 15 key milestones, to include achieving a top 5 national ranking, with subject performance within the top third of all Russel Group universities and an annual income of £500m by 2027.

To support Durham in achieving these ambitions, the university was seeking to appoint new Lay Members to its council. Durham were seeking candidates with experience of IT Transformation, Fund-raising or local engagement in the North East of England.

Challenges

- This was an unpaid non-executive directorship and is a deciding factors for potential non-executives who are growing the portfolio.
- It was based in the North-East where the pool of candidates with technology and transformation experience is more limited when compared with other locations in the UK.
- Most candidate with the requisite technology transformation experience were London based and committing their time to become a board member would be difficult

The Audeliss Solution

- Conducted an extensive national search focused on the three main criteria that Durham were seeking.
- Considered candidates that had an affiliation with Durham University, such as being part of the alumni.
- Following a broad search, Audeliss present 6 candidate to the University – 5 were women and 1 (ethnic minority) male.
- The chosen female candidate was an alumni of Durham University and had spent the majority of her career leading on senior IT transformations for many global FTSE organisations.

8.4 British Council - Trustees



The brief

The British Council was looking for four new Trustees to join and expand diversity on their Board across a period of two years.

Challenges

- This search necessitated a flexible approach and timeline: after the initial briefing and start of the search process, the role was temporarily put on hold. The British Council were in discussion with the FCO regarding the possibility of appointing an FCO executive into one of the roles. This decision took two months before we were able to proceed with the search.
- The British Council were looking for two specific types of candidates: one with a Finance and one with a Digital background.
- The interview process included informal meetings with the Chair of the Board and Sir David Verey and a further panel interview with other Board members. Arranging and facilitating the complicated interview process proved challenging, with the process taking several months in order to accommodate the schedules of all involved.

The Audeliss Solution

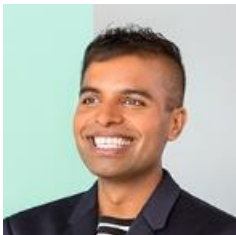
- Longlist – of the Finance candidates, 9 of 10 were diverse and of the Digital candidates, 5 of 9 were diverse.
- Shortlist – of the Finance candidates, all four were diverse and of the Digital candidates, 2 of 3 were diverse.
- Appointed an LGBT candidate as Digital Trustee and a Ethnic Minority candidate as Finance Trustee, successfully fulfilling the original objective of improving Board diversity.
- Two further candidates were appointed including an Ethnic Minority female.
- Due to a high calibre of other shortlisted candidates, a number of them were invited by the British Council to join sub-committees.

9. Your Dedicated Team

We will put together the team which we feel is best suited to the requirements of this project. The team will usually include the following roles.

Director (Lead)	Delivery Consultant	Researcher	Administrator
Leads the assignment and brings their unique expertise and experience to ensure a successful and timely delivery.	Oversees the primary search and conducts initial engagements and qualifications. They will support the candidates throughout the process.	Assists the consultant throughout the search process providing detailed market information and candidate insight where needed.	Ensures a smooth delivery through scheduling interviews, handling responses, monitoring diversity, and providing overall support.

Suki Sandhu OBE – Founder & CEO – Executive Sponsor of the project



One of the UK's leading executive resourcing specialists, Suki has over 16 years' recruitment experience and an exceptional track record of delivering executive solutions across sectors and geographies. His talent of building long-term relationships drives an expansive network of candidates and clients, and he is passionate about driving diversity and inclusion at the very top of businesses. Suki holds a Bachelor of Science in Economics from the University of Birmingham. Suki was named 'Most Inspiring Recruitment Leader' at the Recruiter's Investing in Talent Awards in October 2017 for his commitment to championing diversity. He was awarded an OBE in the 2019 New Year's Honours list for Services to Diversity in Business.

Anja Skvortsova – Partnership Director – Lead for the project



Anja has extensive international experience in executive search. She started her career in a FTSE-250 recruitment company, managing the Industry & Commerce finance searches in London. She then moved to a Global Industrial Practice for a NASDAQ-listed leadership advisory firm conducting executive and Board assignments across the globe. Prior to joining Audeliss, Anja worked for a boutique search business focusing on Legal and Compliance appointments in the UK and EMEA markets. Anja leads Audeliss client partnerships, advising leadership teams and boardrooms on how to attract the best talent to their organisations. Anja's track record in placing leaders across industry sectors and geographies, as well as her own international upbringing presents a unique perspective to our clients on the importance of D&I at the highest level for any business.

Barrie Lee – Head of Delivery



Barrie has over 10 years' experience in executive acquisition. He started his career in a FTSE-250 recruitment company, managing the Industry & Commerce finance searches in London. He then moved to a specialist corporate governance firm, focusing on a broad range of senior compliance mandates for global financial institutions within banking, insurance, fintech and asset management. Most recently, Barrie's expertise and network has developed to include legal non-contentious regulatory mandates within law firms. He enjoys partnering with clients to deliver high calibre individuals in a standard above all expectations.

Robert Hitchings – Delivery Consultant



Robert has over 6 years 'experience in executive search. He started his career in a boutique search firm, focusing on the commodities market in Europe and Asia. After a few years he moved to work for a Global Executive Search firm. He executed searches at C-Suite and Board Level for FTSE 100, FTSE 250 and private equity companies. Most recently, he has spent two years in Australia working for a boutique search firm that focused on executive level appointments in the retail sector. At Audeliss, Robert focuses on senior executive appointments across a range of functions.

Luisa Simpson – PA and Team Administrator



Luisa has a wealth of recruitment administration experience as well as property experience. She started her career working for Hays Construction & Property as an Office Junior over 15 years ago, working her way up to being a Senior Administrator. Luisa supports the Audeliss team with the delivery of projects with absolute skill and attention to detail, with a strong team spirit and can-do attitude.

10. Our Fees

Our standard terms for recruiting board roles are 100% of candidate remuneration or minimum fee of £60K per seat. However, for non-remunerated roles of this type and because we would love to continue partnering with LSBU we would propose £22,500 per seat.

This would be payable in three equal stages as follows:

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

Full terms and conditions can be provided on request.

11. Conclusion

This proposal is intended to outline how we will approach this appointment and the established skills we have to deliver a positive outcome.

However, all the assignments we work on are unique and we make a point to treat them as such. Should there be any part of the process you would like to discuss in direct reference to your role then please just contact us.

Anja Skvortsova

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	CONFIDENTIAL
Paper title:	Governor skills matrix
Board/Committee:	Nomination Committee
Date of meeting:	24 September 2020
Author(s):	Kerry Johnson, Governance Officer
Sponsor(s):	Jerry Cope, Chair of the Board
Purpose:	For Discussion
Recommendation:	The committee is requested to review and discuss the results of the recent skills self-assessment exercise.

Executive summary

During summer 2020 the matrix used by governors to self-assess their skills has been updated, taking into account sector best practice.

Completed self-assessment forms have been collated into the attached 'heat map', intended to show at a glance where the Board's collective skills and weaknesses lie.

Ahead of the upcoming round of independent governor recruitment, the committee is requested to discuss the balance of skills as shown by the heat map, and identify high priority areas. This information will then be given to the chosen recruitment agency to allow them to approach suitable candidates.

For information, following the departure of Mee Ling Ng and Hilary McCallion in February 2021, the next governor due to leave the Board (based on governors' terms) is Jerry Cope in July 2023.

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Skills Audit - Members of the Board of Governors at September 2020

Experience Rating: High (H), Medium (H) or Low (L)	Independent governors										Governors leaving		Staff and student governors				
	Jcope	MC	DB	Jcole	PF	ML	JP	RR	DS	VT	HM	MLN	NM	DP	TR	MS	HT
Skill and Experience Description																	
Audit: Audit processes; development of policies, procedures and processes for the effective management of organisational risk.	M	H	H	H	M	H	H	M		H	L		M	H		L	M
Commercial experience: A broad range of commercial/business experience	H	H	M	M	H	H	H	H		H	L		M	M		L	L
Corporate governance: Knowledge and experience in best practice corporate governance structures, policies and processes (particularly in the not-for-profit context).	M	H	M	M	H	H	H	H		H	M		M	H		L	M
Education: Working with academics and students; involvement in secondary, further and higher education institutions; knowledge of the student experience.	M	M	L	L	H	M	M	H		M	H		H	H		H	M
Entrepreneurship: Developing, organising and managing an enterprise; demonstrable track record as a successful entrepreneur.	M	M	L	L	L	M	M	L		H	M		M	M		M	L
Equality and Diversity: Understanding of the strategic implications for the Group of EDI.	M	H	M	M	M	M	M	H		M	M		H	M		M	M
Estate Management and capital projects: Management and strategic development of and investment in existing estate and construction of new facilities. Experience in the delivery of large infrastructure projects.	M	L	L	L	M	H	M	H		M	L		M	M		L	L
Finance: Financial reporting and operational management. The ability to: - analyse key financial statements - critically assess financial viability and performance - contribute to strategic financial planning - oversee budgets and the efficient use of resources - oversee funding arrangements and accountability	H	H	H	H	H	H	M	H		H	M		M	M		M	M
Government and Public Affairs: An understanding of policy-making in government and networks with key representatives in the sector.	H	L	L	M	H	H	M	M		L	M		M	H		L	M

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Skills Audit - Members of the Board of Governors at September 2020

Experience Rating: High (H), Medium (H) or Low (L)	Independent governors									
	Jcope	MC	DB	Jcole	PF	ML	JP	RR	DS	VT
Skill and Experience Description										
Health: Knowledge and experience in health and networks in health and the NHS.	H	L	L	L	M	L	L	M		L
Human Resources: Best practices in human resources including organisational and cultural development, employment legislation and labour relations.	H	M	L	L	L	M	M	L		M
International: Professional experience in the international sphere.	M	L	L	M	H	H	H	H		H
IT and technology: Knowledge of enterprise IT, cyber security and strategic understanding of digital trends.	L	M	M	L	L	M	M	M		L
Local Community: Active involvement in organisations which are embedded and representative of the local area's social and cultural diversity.	M	L	L	L	L	M	M	M		L
Marketing & public relations: Development and implementation of national and international marketing strategy. External positioning and reputation management.	M	H	L	L	M	M	M	L		M
Regulation and policy: Knowledge of the HE regulatory and policy environment. Ability to identify key issues for LSBU and contribute to the development of policies.	M	M	L	L	H	M	M	M		L
Research funding: Knowledge of research policy and funding in HE. Role and importance of national and international research collaboration in HE.	L	L	L	L	H	L	M	L		L
Risk and compliance oversight: Ability to identify key risks to LSBU in a wide range of areas, including legal and regulatory compliance, and ability to monitor risk and compliance management frameworks and systems	M	M	H	H	M	H	H	H		M
Senior Management: Leading organisations and resolving the issues and challenges which face them; developing and implementing strategy for the same.	H	H	M	H	H	H	H	H		H

Governors leaving	
HM	MLN
H	
M	
L	
L	
L	
L	
L	
M	
L	
L	
L	
H	

Staff and student governors				
NM	DP	TR	MS	HT
L	M		L	L
M	M		M	L
M	H		L	L
L	M		H	M
M	H		L	M
L	M		M	M
M	H		M	M
H	H		L	L
M	H		L	M
L	H		L	M