

Meeting of the Appointments Committee

**9.45am on Wednesday 16 December 2015
in 2A04, Technopark, London Road, London SE1 and 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 Appointments Committee meeting of 12 February 2015 (to approve)		Chair
7.	Appointment of Michael Cutbill (to approve)	AP.05(15)	Chair
8.	Any other business		Chair
9.	Date of next meeting – to be arranged		Chair

Members: Jerry Cope (Chairman), Steve Balmont, Shachi Blakemore, Douglas Denham St Pinnock, Prof Neil Gorman, Carol Hui, Prof Hilary McCallion, Kevin McGrath, Mee Ling Ng, Andrew Owen and James Smith.

Apologies:

With: University Secretary and Governance Manager

	PAPER NO: AP.05(15)	
Committee:	Appointments Committee	
Date:	Issued 11 December 2015	
Subject:	Appointment of an Independent Governor	
Author:	James Stevenson, University Secretary and Clerk to the Board of Governors	
Board sponsor:	Jerry Cope, Chair of the Nomination Committee	
Recommendation by Nomination Committee:	To appoint Michael Cutbill as an Independent Governor	
Matter previously considered by:	Nomination Committee	21 October 2015
Further approval required?	N/A	N/A
Communications – who should be made aware of the decision?	All Governors, Executive and Members of Staff	

Executive summary

There are currently two vacancies for independent governors. The vacancies were advertised in the Sunday Times online and the Guardian online in October 2015. Fourteen applications were received.

The Nomination committee met on 21 October 2015 to discuss the applications for the two vacancies. In relation to the skills matrix of the Board, the Committee agreed that the following were important:

- a. commercial experience, including brand management expertise; and/or
- b. audit experience.

During November 2015, having regard to the need for diversity of the board, the committee invited four applicants to a first interview (with one applicant deferred to the next round of recruitment). Three applicants were then invited to a second interview with the Chair and the Vice Chancellor.

After detailed consideration and a review of due diligence, the Nomination Committee recommends to the Appointments Committee that Michael Cutbill is appointed as an independent governor to serve for an initial term of four years from 1 January 2016 to 31 December 2019, subject to references.

Michael Cutbill's CV is attached. He has 20 years' experience as a sales and marketing director.

The Appointments Committee is requested to consider the recommendation by the Nomination Committee and, if thought fit, appoint Michael Cutbill as an independent governor for an initial term of four years from 1st January 2016.

A draft resolution of the Appointments Committee is attached for approval by a majority of the members of the committee (the independent governors).

University Secretary
10 December 2015

Michael Cutbill

20 Richmond Crescent
London N1 0LZ
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michael.cutbill@btinternet.com

Profile

Sales and Marketing Director with 20+ years' experience in business-to-consumer sectors. Strong track record of delivering customer and sales growth across digital and offline channels, achieved by understanding and meeting customer needs. Part of the core executive team that successfully led The AA from private equity to public ownership. Central to the rise of the Saga brand. Has an MBA from INSEAD and wide leadership experience.

Career history

Strategy consulting, start up **Founder** **2015**

Consulting status set up in 2015 to offer commercial and marketing advice, with clients in the charitable and software sectors.

Automobile Association **Marketing Director** **2007 - 2014**

Rated the UK's most trusted commercial brand (2014 survey), and the UK's leading motoring organisation, the AA provides a wide range of financial and driving-related services, mostly in regulated markets

- Responsible for the AA's income across Roadside Breakdown, Motor and Home insurance, Home Emergency and other business areas
- Leadership of 100+ marketing-affiliated staff, reporting in to AA CEO
- Revitalised the AA's digital platform around customer needs, including redesign of the AA website and customer purchase journeys, across desktop and mobile environments
- Ran development of the AA brand, taking it from 'You've Got a Friend' to 'Your 4th Emergency Service' positioning
- Ran distribution of AA insurance products, developing the crucial price comparison and online channels
- Built AA propositions across new and existing markets, including Home Emergency, AA Cars, British School of Motoring, Pay-As-You-Go Roadside Assistance. Developed 'challenger' positionings against market incumbents.
- Developed and launched the Gold and Silver loyalty scheme, the AA's first-ever tiered membership programme, to drive customer retention

- Drove cultural change by bringing multiple marketing functions into one unit, combining developers and marketers into a digital division, and dramatically reducing reliance on external agencies
- Launched consolidated AA app, bringing together key functionality from 20+ pre-existing apps
- Introduced rigorous database management and ROI criteria for direct and indirect marketing activity across the group
- Ran AA's Publishing arm (maps; books; routeplanner; hotel accreditation) and restored it to profitability
- Sat on AA's regulated Board and reported all trading results weekly to AA Exco. Wrote CEO and Trading board papers each month. Ran numerous cross-functional projects.
- Served as AA Customer Outcomes champion 2007-2014 and engaged with the FCA across a wide range of customer experience issues, including thematic reviews

The key achievement at the AA over 2007 to 2014 was to build customer engagement while driving financial results, leading to value growth from £3bn to £4.5bn. Customer needs were analysed and propositions developed across segments and markets, while the AA's data assets were nurtured and effectively deployed. The AA grew profitability (2007: £270m; 2013: £420m) and at the same time developed its bond of trust with customers, creating the platform for a successful flotation in 2014.

BPP Professional Education Chief Marketing Officer 2005 - 2006

BPP is the UK's largest professional services training company. It teaches over 100,000 courses each year to help people qualify and develop as lawyers, accountants, and HR professionals, who then go on to work for the country's leading services companies such as the major accounting and legal firms.

- Created a motivating vision of 'how to do marketing well' that built best practice across the group
- Grew the range and sophistication of BPP's marketing programmes, particularly in the areas of legal courses and Continuing Professional Development
- Ran the student acquisition programmes across accountancy qualifications, BPP's core income generator

BPP was an organisation in transition in 2005-06, moving from a disparate range of training businesses towards a coherent whole. The CMO role drove professionalism and higher standards across the group and helped pave the way for BPP's current University status.

SAGA Services Marketing Director 1999-2005

The services arm of Saga comprised the financial services, utilities and mail order activities of the Group, accounting for 90%+ of Group profits and more than 80% of Saga customers.

- Built Saga's awareness and brand positioning to make it "#1 most trusted" in financial services (MORI survey)
- Segmented the over-fifties market into distinct attitude groups, previously 50+ age band had been treated as one block
- Built service ethos through "Would you sell it to your mother?" criteria
- 'Hands on' management approach backed by regular visits to, and communication with, 50+ customers in their communities
- Trebled the company's Motor and Home insurance sales through direct marketing
- Built the Private Medical book to become Saga's #3 product, tapping into the concerns of an over-fifties market facing high premiums
- Built niche insurance books such as Pet, Travel, Caravan, Boat
- Created and fronted PR programmes to support product sales and build brand awareness
- Ran a range of non-insurance financial services products including credit cards, share-dealing, and equity release
- Ran a range of other database-related services, including utilities and mail order
- Won with Saga the Guardian/Observer Consumer Finance Award for Best Home and Motor Insurance Supplier 2001, 2002, 2004. Won Best Share Dealer in 2000 and 2002.

The five years leading to Saga's 2005 sale for £1.5bn were a period of very strong growth for the organisation. Saga's large database of over-50s was fully analysed and reached through direct marketing programmes. Substantial Motor, Home, PMI and Pet insurance books were built without losing sight of the primacy of the customer. The template for Saga plc's profitability today, in which the contribution of insurance and financial services dwarfs Holidays and other areas, was created in this period.

Sears Plc

Director of Marketing, Freemans

1997-1999

Sears was one the UK's largest retail conglomerates, with businesses in mail order (Freemans), department stores (Selfridges) and high street chains (over 2000 stores). With a turnover of £600 million, Freemans ranked #3 in UK mail order.

- Built insight into the credit-hungry end of the consumer goods market
- Ran Freemans marketing programmes, increasing promotional sales from £130m to £250m
- Ran the key department of Credit Control
- Developed sales in key overseas markets including Japan

General Manager

1991-1997

Recruited as Business Development Manager, roles in Sears included corporate projects in retailing and credit, leading to promotion to General Manager within Freemans marketing team.

Touche Remnant & Co Japan Fund Manager

1984-1989

Now part of Henderson, the company was the UK's leading fund manager of investment trusts. Roles included sole responsibility for managing £150m of Japanese equities and three years living in Japan as the company's representative.

- Managed Japanese equity funds sourced from UK investors, eg Japanese equity portions of UK investment trusts
- Marketed non-Japanese equity vehicles to Japanese investors, eg Japanese bank clients
- Opened Touche Remnant's joint venture office in Tokyo
- Learned Japanese to support role

Education and extra-curricular

MBA	INSEAD Fontainebleau	1990
MA History & Economics	Christ Church, Oxford University	1984
Languages	French German (reasonable) Japanese (basic, in hibernation)	
Pilotlight charity	Strategy for mid-sized charities	2015
CX Network	Author for customer experience website	2015

June 2015

Written resolution of the Appointments Committee
of London South Bank University
passed on ● December 2015

Members:

Jerry Cope	Chair
Andrew Owen	Vice Chair
Steve Balmont	
Shachi Blakemore	
Douglas Denham St Pinnock	
Neil Gorman	
Carol Hui	
Hilary McCallion	
Kevin McGrath	
Mee Ling Ng	
James Smith	

Appointment of Michael Cutbill as Independent Governor

1. The committee considered the recommendation of the Nomination Committee to appoint Michael Cutbill (paper **AP.05(15)**) as an Independent Governor of the University.
2. The Nomination Committee considered that Mr Cutbill's skills and experience complemented those of the Board.
3. The committee approved the appointment of Michael Cutbill as an Independent Governor for an initial term of four years from 1 January 2016 to 31 December 2019.

Signed on behalf of the Appointments Committee:

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Chair

**Appointment of Michael Cutbill as a governor – Appointments Committee
email decision – 16 December 2015:**

Positive responses received by:

- Carol Hui
- Douglas Denham St Pinnock
- James Smith
- Mee Ling Ng
- Shachi Blakemore
- Steve Balmont