



GOVERNOR CANDIDATE PACK

INTRODUCTION



Sue Sturgeon
Chair of the Corporation

Activate Learning is committed to energising our communities to generate prosperity and opportunity.

Following our successful mergers with Bracknell and Wokingham College and Guildford College Group in 2019, the past year has been one of transformation as we strived to embed the Activate Learning ways and values on the new colleges we welcomed to our group.

We have been agile in our response to the COVID-19 pandemic and thanks to our investments into digital platforms and virtual learning we've managed to maintain high standards of teaching and learning for students throughout the crisis.

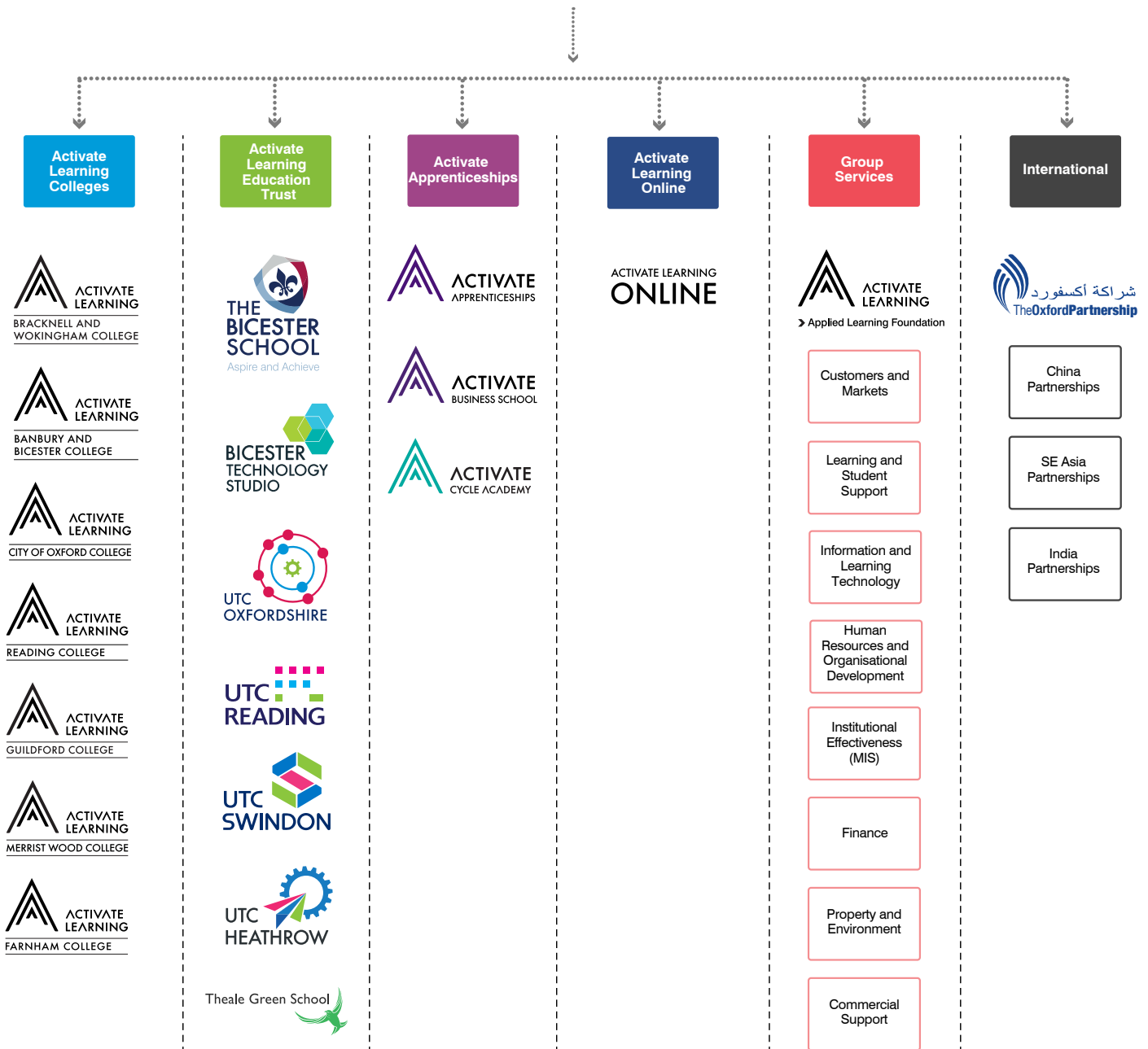
This is important to us as we recognise the role we play helping the people in our communities to better themselves, while also providing our local economies with the high-skilled, capable talent it needs.

As a result of Black Lives Matter, we realise that for too long we've taken the sense of inclusivity and belonging for granted and are working hard with our BAME staff to right any wrongs and grow and foster vibrant communities across our colleges.

Working as part of the Board of Governors at Activate Learning, you will help the organisation as a critical friend that offers advice, insight and oversight of the work we do.

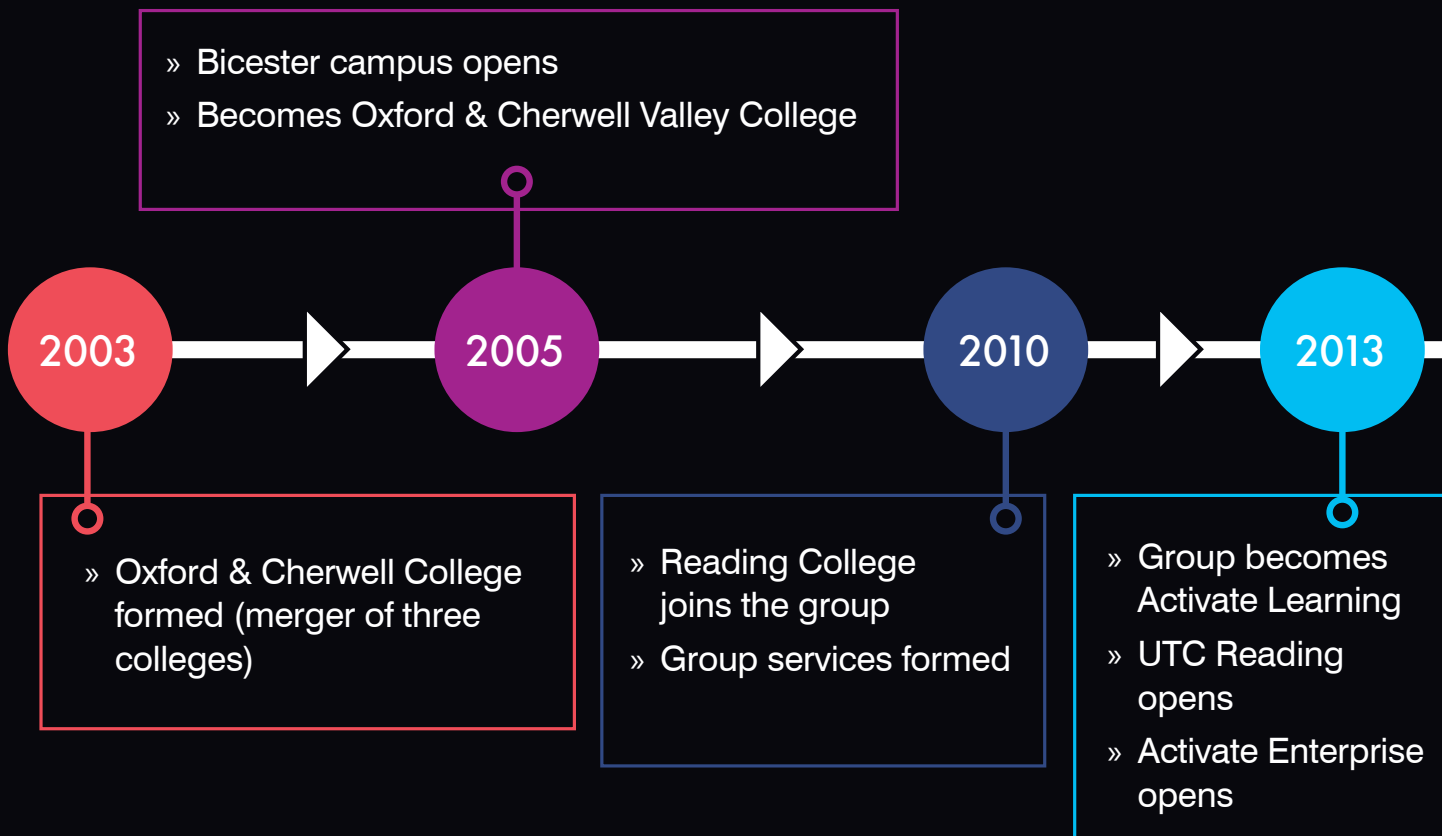
These are exciting times to be stepping into a Governor role within the FE sector. We anticipate people placing more emphasis on up-skilling and retraining as a result of the effects of recent events and we are looking for people who share our sense of purpose to help us to be the driver for social mobility that we have always, and will always, continue to be.

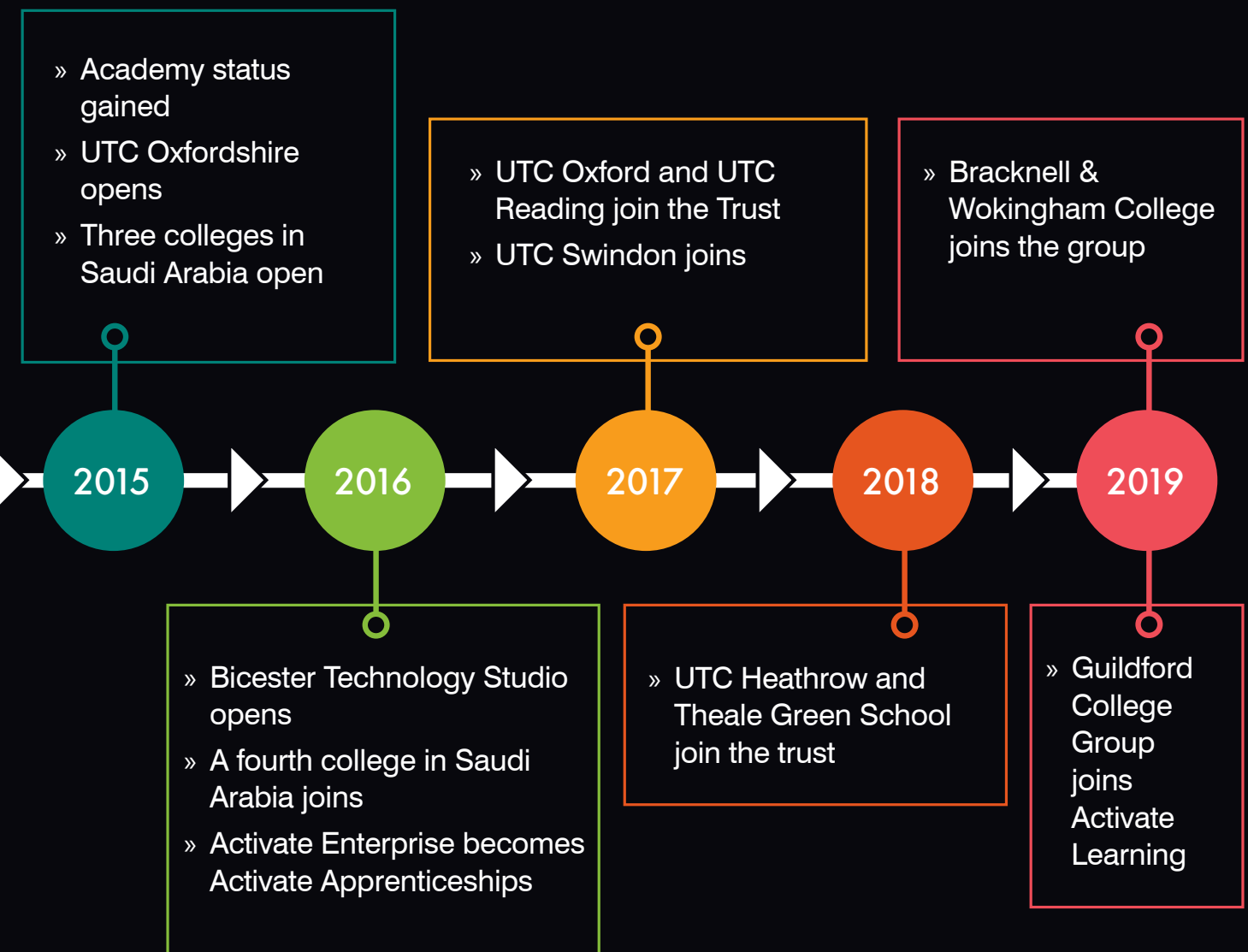
OUR OFFERINGS



OUR JOURNEY TO DATE

A SUMMARY OF OUR GROWTH AND DEVELOPMENT





PROFILES



Sue Sturgeon
Chair of the Corporation

Sue retired from a long career in Local Government in 2017. Her last role was Managing Director of Guildford Borough Council, providing services to 140,000 residents and managing a workforce of nearly 800 employees.

Sue's professional background is accountancy and she held the statutory role of Chief Finance Officer for the last 15 years of her career. She held the role of Head of Paid Service from 2013 until her retirement in 2017. Since the inception of Local Enterprise Partnerships Sue attended the Enterprise M3 board and is passionate about seeing a stronger linkage between business and education providers.

Sue became a governor of the Guildford Colleges in 2015 and in 2019 was appointed a governor of Activate Learning on the merger with Activate Learning. She studied at Guildford College in the late 1970's and believes that Guildford deserves a first class group of

colleges, delivering educational services in modern/fit for purpose buildings and that it becomes the college of first choice for local young people. In July 2020 Sue was appointed Chair of Governors for Activate Learning. Sue is a strong advocate of Activate's Learning Philosophy believing that it will get the best out of learners and empower them to achieve their potential. She is particularly interested in creating opportunities for young people from disadvantaged backgrounds.

Since retiring Sue has become a Director of Surrey Hills Enterprises, is a Director of the Guildford Book Festival and is also on the board of Guildford Philanthropy.



Sally Dicketts CBE
Chief Executive Officer

Sally has held senior posts in both secondary schools and further education for many years and is a tireless campaigner and advocate for the learning and skills sector.

She is a board member of the Education and Training Foundation, chairs the Women's Leadership Network and was the chair of the Employment Committee of the Association of Colleges. She is a member of the Oxfordshire Management Club, All Souls Group and is a leading thinker for the National Education Trust. She sits on the Oxfordshire Local Education Partnership. Sally was awarded a CBE in the Queen's Honours list in July 2013.

Her main area of interest is in how people learn, mindfulness and how to develop more entrepreneurial innovative individuals.

She became Principal at Milton Keynes College in 1996, and in 2003 became the first Principal of Oxford & Cherwell Valley College. In 2013 she became the first Chief Executive of Activate Learning, bringing together in one group, three FE Colleges, three UTCs, two 11-18 secondary schools, a studio school, a training provider delivering apprentices, training and consulting in the workplace, and a specialist engineering training provider.

In her free time, Sally enjoys travel, cycling, Zumba and spending time with her partner and daughter.



Angela Adimora
Governor

Angela is a senior HR & certified project management professional with UK and international experience gained in complex multi-site businesses including Retail, Automotive, Education, Pharmaceuticals, Outsourcing, Technology and the NHS.

Angela has strong commercial skills and has successfully set and delivered HR strategy and led a number of Transformation and Change projects covering Operations, Process, Technology and People. A Fellow of the CIPD and Institute of Directors, Angela gained her MBA from Manchester Business School and her Post Graduate Diploma and Master's from Manchester Metropolitan University.

A true advocate of life-long learning, she is keen to support all generations in their pursuit of educational enhancement and career progression and is a champion of professional and personal development in the workplace. Angela is a voracious reader of fiction and non-fiction books, has recently taken up playing golf which she feels is fascinating and frustrating in equal measure, is a lover of gastronomy, travel, learning to ski and has a passion for walking and running.



Jamie Edge
Chair of Audit and
Risk Committee

Jamie is an investment banking professional with 15 years' experience across ABN Amro, KPMG and EY.

Jamie currently leads EY's corporate finance activities within the education and training sector across EMEA, supporting a range of clients from privately owned businesses through to large multinational corporations, and financial institutions such as private equity and venture capital firms in investment and divestment situation.

Jamie has a strong track record in the education sector having previously build KPMG's education and training M&A practice. His experience covers a range of key sub-verticals including further education, higher education, apprenticeships and employability.

Jamie is passionate about innovation in the sector, particularly digital tools use to democratise education and level the playing field, and will bring his knowledge and insights to the Corporation. Jamie is also a strong believer of simplifying the link between education and employability to help to break down barriers, either real or perceived.

Away from work Jamie is a lover of all things sport – especially rugby, cricket and tennis, and a keen traveller, skier and scuba diver.



Pauline Odulinski
Chair of Search and
Governance Committee

Having completed a very rewarding and challenging career in FE and HE, Pauline feels privileged to continue her work with people; as Owner and Director of Optima Business Consultancy, she works with a diverse range of people and businesses, undertaking exciting projects, which aim to 'add value' and meet or exceed the expectations of the client.

Pauline has always had a passion for inclusion and diversity, and she enjoys supporting talented people and helping those who may have faced disadvantage or bias. Her work ranges from supporting CEOs in assisting new or aspiring leaders, particularly through mentoring and coaching assignments.

Aside from her role as a Director, Pauline has experience of being on a number of Boards. At Activate Learning, Pauline acts as Chair of the Search and Governance Committee, describing her time with

the Board as a pleasure, having allowed her to be part of an innovative and forward-thinking group, helping Activate Learning's students to be "their best selves". Pauline is also a Fellow and Visiting Professor at Buckinghamshire New University.

Pauline enjoys spending time with her six grandchildren and is embracing moving to Devon, which has allowed her to immerse herself in a vibrant and socially active group of people, providing many new experiences and opportunities.



John Cope
Governor

John has worked in politics, communications, and education policy for the last decade and is director of strategy, policy, and public affairs at UCAS – the charity that connects people to their next step in life, whether that's university, college, or an apprenticeship.

Alongside this, John is a board member of a government body, the Institute for Apprenticeships & Technical Education, and a local councillor on Elmbridge Borough Council.

Originally from the Midlands, before joining UCAS John was deputy director of Public First, an education consultancy and polling company, worked with business leaders across

the UK as head of education & skills policy at the CBI, advised three former education ministers, and was a founding director of the Education Policy Institute.

Outside of work, John is a Trustee of the charity Achievement for All, governor of a special needs secondary school, and is a former National Chairman of LGBT+ Conservatives.



Julia Von Klonowski
Governor

Julia consults as Digital Director to Career Colleges Trust, which assists 14 to 19 year olds in taking the next step to a fulfilling career by equipping them with the skills and experience they need to succeed.

She also consults as the Digital Skills advisor to Amazon Web Services, advising them in how to assist young people to develop the necessary skills for a successful career and designing programmes to achieve this aim.

Additionally, Julia is a T Level and Apprenticeship Ambassador working with the DfE on T levels and Industry Placements. She holds various non-executive and advisory roles with other organisations, including The Prince's Trust, Comic Relief, City Lit, The Roberts Centre, The Samaritans, London Sport, UK Active, MCC, DVLA, Colleges and Local Government, South African Department of Education and Poland's Ministry of Defence.

She is the Chair of the Trustees for The CyberHub – a joint venture with AWS, the National Crime Agency, National Cyber Security Centre and the Police

to assist with deterring young people from cyber crime, educating the community on ethical behaviour and safety online as well as working to fill the cyber skills gap.

Julia is passionate about providing the best possible opportunities for all young people, and in particular those that come from disadvantaged backgrounds. Her work with Activate Learning has allowed her to further her interest in the Education sector, as well as watching the organisation grow to meet the needs of people and businesses both currently and in the future.

Among her personal interests are mentoring, gardening, theatre & literature, travelling, food, and meeting new people.



David Goosey
Chair of Remuneration Committee

David is a global business leader with extensive experience in the agricultural, automotive, industrial and shipping industries; spanning agrochemicals, coatings and lubricants within ICI, Castrol and BP.

After an early career in front-line sales and marketing in Europe and Canada, David has held senior, global roles in marketing, strategy and transformation and business leadership; doing business across Europe, Asia, the USA and South America.

David has a strong track record of delivering growth in both growth and mature markets across the world. He has led corporate strategy development and implementation globally and also led post-acquisition integration in Canada and Europe as well as global transformation initiatives.

More recently he has hands-on experience of leading new start-up businesses as a member of the

Castrol Innovation Growth Board and advisor to three Automotive start-ups. He then became Managing Director of Nexcel, a new business venture within BP, which is developing and marketing unique technology, to improve fleet utilisation and reduce the environmental impact of waste oil and vehicle CO2 emissions.

David has recently been appointed as CEO at Ozoinnovations Ltd, a tech start up delivering sustainable hygiene solutions to the food industry.

In parallel with his business commitments, David has held a number of Non-Executive appointments.



Dermot Mathias
Vice Chair of the
Corporation

Dermot spent the majority of his working life with the accounting firm BDO LLP. For most of his time there he headed up the corporate finance group and was one of a small group of partners who drove the strategic direction of the firm.

By the time he retired in 2010 he was the Senior Partner of the UK firm and Chairman of the global practice, BDO International. Since retiring Dermot has been a non-executive director of a number of companies, advised on individual transactions, chaired a dementia support company, sat on a government advisory board and chaired a neighbourhood planning group. Dermot is currently a non-executive director of JTC PLC, and has just retired from the board of Shaftesbury PLC. Both companies are in the FTSE 250 of the London Stock Exchange.

Dermot is a strong believer in Activate and greatly impressed by the way it has developed over the last few years. The recent mergers combined with a strong management team and a complete focus on preparing students for work leaves it well positioned to help with the economic recovery now required.

Aside from his roles as both a governor and non-executive director, Dermot enjoys skiing, bridge, travel and spending time with family, particularly his four grandsons.



Kathy Slack
Governor

Kathy joined Activate Learning as a governor in December 2020 and is the Link Governor on employer engagement. She is chief executive of Enterprise M3 Local Enterprise Partnership, where she works with others to create the environment for businesses to grow and flourish across Hampshire and Surrey.

She has successfully secured over £250m of funding for the Enterprise M3 area for infrastructure development, skills and enterprise and innovation.

Kathy has a passion for joining up people and initiatives and is the lead CE for Catalyst South, an alliance of six LEPs, who champion the importance of the business community across the South. She is also the cluster lead for the four growth hubs supporting business in Hants, Surrey, Berks, Solent, Sussex and Brighton.

Kathy has nearly forty years of experience of working with businesses and people to support economic

growth, first in helping the long term unemployed to get jobs, then in work to support young adults get training and assisting business to start up, scale up and grow. Kathy spearheaded the first skills strategy produced by the South East England Development Agency and championed work to get girls in schools interested in IT careers. Her work on economic development across the South of England was recognised when she received an OBE for this work in 2017. She is passionate about achieving greater diversity on boards and in teams and champions work across all LEPs. Kathy lives in Oxfordshire and enjoys unwinding in her garden and local countryside.



Emma Shipp
Governor

Emma has been a corporate lawyer for nearly 30 years, most recently as head of Business Services at law firm Hewitsons LLP. Upon qualifying in 1990 she joined Sprecher Grier, a small firm in the City, and became the firm's managing partner in 2005 growing it through a series of mergers until in 2015 it became a substantial top 50 law firm with the creation of Shakespeare Martineau.

She subsequently joined Hewitsons to help the firm grow its London office and on fulfilment of that project now assists businesses manage their legal spend.

Emma has always been interested in inclusivity and providing people with the skills to achieve their potential. She has been involved in a number of charities including those that support young people and teach them skills to help break the cycle of long-term unemployment as well as charities dedicated to prisoner rehabilitation. She has been a governor at Activate

Learning for nearly a year and has been impressed by the level of dedication and passion shown at all levels for creating the best environment for students to fulfil their potential. Since joining she has been appointed to the Audit and Risk Committee and as the link governor for student services.

Emma finds walking therapeutic and has walked the ancient Camino de Santiago pilgrim trails through Spain and Portugal which she finds an excellent antidote to the rush and consumerism of working life.



Ben Sims
Staff Governor

Ben represents Activate Learning not only as a Governor, but also in his role as Group Student Support Delivery Manager. Ben's role is to manage the team who support the wellbeing and retention of students, working to remove the barriers to education. A key focus of Ben's work is on critical intervention for those with additional support needs, mental health diagnoses or external circumstances which affect their ability to learn.

Ben started work at Activate Learning's Reading Campus in 2012 and has since received extensive qualifications and training in Safeguarding, Mental Health and a range of other areas which commonly affect young people, helping to support both student and staff awareness. One reason for which Ben enjoys his role is the fact that he feels Activate Learning genuinely cares about making a difference to the lives of so many students, particularly

those who have had negative experiences with education. He also recognises the passion and resilience amongst his colleagues.

Outside of work, Ben likes to socialise and enjoys regular visits to his family in Wales. Also a keen musician, Ben plays the piano most evenings and looks forward to investing in a French horn in order to revisit his time playing in orchestras when he was younger.



Andy Stone
Governor

Andy is Managing Director of Drama by Design, a small company providing consultancy on the design of specialist technical systems and acoustics consultancy for theatres, TV and radio studios and AV systems.

Before Drama by Design was created in 2003, Andy ran several of his own businesses with his wife, including a light equipment distribution company and a marketing company.

Outside of his role of Managing Director, as a member of Bracknell Forest Council's Independent Review Panel, Andy works on reviewing Councillor's expenses. He was also a Governor at Bracknell and Wokingham College for seven years, before joining Activate Learning's Corporation Board and becoming a member of the Audit and Risk Committee. Andy has a strong interest in Further Education

and became inspired by the work of Activate Learning whilst working with their Joint Merger Working Group throughout the merger between Activate Learning and Bracknell and Wokingham College.

One of Andy's personal interests is motorsport. He both races and maintains a Caterham race car and is in the process of rebuilding a classic Mini with his son. Andy also spends his free time boating with his wife, walking his dog and cycling, as well as maintaining a keen interest in restoring listed buildings.



Malcolm Wicks
Governor

Malcolm has worked as a consultant in business and marketing strategy since 2001. His main area of expertise is helping companies create, communicate and implement joined up marketing plans that support the organisation's business objectives.

Prior to his consulting work, Malcolm had over 20 years of hands-on marketing and business experience, spanning a wide range of industries and countries, with a focus on what companies and "customers" really care about.

Malcolm has always been a strong supporter of education, ranging from Young Enterprise and Entrepreneurship programmes to being Vice Chairman of ATG Training. After completing a small marketing project at ATG Training, Malcolm joined the Board

as Vice Chairman and also did a spell as interim CEO. He joined Activate Learning as a Governor in July 2016. Malcolm's vision is joined up education, where all stakeholders work together through every stage of a student's education. He believes that Activate Learning is a leader in putting this vision into practice.

Outside of his roles as Governor and Consultant, Malcolm has a keen interest in marketing, pubs that serve good beer, being outdoors, interesting projects and trying new things.



Meheryar Khan

Co-opted Governor

Meheryar is currently a senior manager at Ernst & Young LLP, delivering audit and assurance services to a number of clients, from start-ups to FTSE 350 and global businesses.

Meheryar's experience is significantly technical, particularly in the reporting and auditing areas, as well as dealing with environments subject to high levels of change and helping teams navigate through evolving landscapes. Meheryar has worked with the company for eight years, having started a graduate program with EY, following completion of a BSc in Accounting and Finance. He is also qualified as a Chartered Accountant, receiving his qualification with the ICAEW in 2015.

Meheryar believes that being a governor will provide him with a unique opportunity and insight into the education industry, as well as being part of an organisation who contributes greatly to society. The ability to have an impact on the future of students encouraged Meheryar to become involved with Activate Learning.

Outside of his professional time, Meheryar's interests include both the automotive and aerospace industry, being a regular attendee of car and air shows.



Peregrine Perrott

Director of Governance

As Clerk to the Corporation, Perry works with the Governors and Group Executive Team to support the effective governance and strategic leadership of the Activate Learning group, as well as acting as Data Protection Officer for the group.

Perry has recently joined the Activate Group and comes from a strong background in Further Education and Commercial Education alike, having worked in senior roles for several colleges in the UK, as external consultant for Education Ministries in Singapore and Vietnam, working with the Trailblazers group for new apprentices standards and most recently as the Global Head of Commercial, Compliance and Regulatory for an International Online Education provider, providing business support and structure in the EdTech world.

Perry's specialism is in the support of compliance practices, including Data Protection, Safeguarding, Regulatory and Commercial auditing/support. From this Perry is looking to use all these skills for the benefit of Activate, building upon the excellent work already done, meeting all the teams around the various campuses, and taking the team to the next exciting phase of development.

Aside from the day job, Perry is a keen archer and member of the National Trust where he enjoys spending time looking around and visiting sites all over the country.

ROLE DESCRIPTION

BACKGROUND

► Activate Learning

Activate Learning is a forward-thinking education group that aims for far-reaching, progressive change and impact through learning. We work with learners as individuals, helping them make the choice of course and career pathway that's right for them. Our mission is to provide work-ready talent for business, and to transform lives through our Learning Philosophy.

Activate Learning a Further Education Corporation established under the Further and Higher Education Act 1992, and an exempt charity under the Charities Act 2011. Members of the Corporation fulfil the role of governors and trustees.

The Governors are responsible for setting the strategic direction of Activate Learning and ensuring that the organisation is robust and meets the needs of its stakeholders

by holding the senior executive to account for delivery of agreed ends. Each governor brings to the Corporation a mix of knowledge, skills and abilities, which are unique and complement those of other governors, to provide a broad range of expertise.

► Personal Conduct and Qualities

Governors are required to demonstrate the highest level of professionalism, integrity and behaviour, as outlined in the Code of Conduct, which includes:

- **Demonstrating a strong personal commitment to the values and aims of Activate Learning;**
- **Acting fairly and impartially in the interests of the Corporation and its stakeholders, using independent judgement and maintaining confidentiality as appropriate;**
- **Observing the Governor Code of Conduct set out in the Framework for Governance and the seven principles of public life;**
- **Committing to make themselves available for meetings of the Corporation and relevant committees, relevant induction, training and events organised by the Corporation, and other reasonable time requirements of the role;**
- **Demonstrating a high degree of personal integrity;**
- **Demonstrating the ability to be decisive, to lead and guide others in decision making processes, and to challenge and engage others in debate;**
- **Recognising the distinction between governance and management and acting accordingly.**

Where a Governor is appointed for a particular skill or area of expertise, they are expected to apply their professional knowledge and insight to matters arising at the Corporation.

► Accountability

Governors are accountable to the Chair of the Corporation Board, and the Corporation Board are collectively accountable to the various stakeholders of Activate Learning for the quality and relevance of provision, statutory compliance and financial stability of the institution.

► Responsibilities

Governors have a responsibility to:

- Take joint responsibility, with other members of the Corporation, for setting and monitoring the strategic framework within which Activate Learning operates;
- Be actively involved in reviewing the strategic direction of Activate Learning in response to internal and external change;
- Ensure that all resources, including financial, personnel, property and other assets, are effectively deployed and managed;
- Through regular quality reports, ensure that Activate Learning is setting and achieving targets for high quality provision across all areas of delivery;
- Through receiving regular financial reports, ensure that Activate Learning is solvent and that finances are well managed, including approving annual estimates of income and expenditure;
- Through the Remuneration Committee, set frameworks for pay and conditions of service for senior post-holders and the Clerk to the Corporation;
- Foster good relations between Activate Learning and its community and ensure that Activate Learning's aims and objectives are understood;
- Participate in committees or working groups of the Corporation, as agreed with the Chair and in accordance with your own professional knowledge, skills and abilities;
- Be willing to undertake additional Governor duties as may be required from time to time by mutual consent.;
- Help to ensure that Activate Learning, in its procedures, policies and actions, complies with the law;
- Work with other Governors to ensure that Activate Learning has due regard to equal opportunities in its operations;
- Represent Activate Learning at external meetings, presentations and conferences as requested by the Chair;
- Play an ambassadorial role on Activate Learning's behalf.

► Time Commitment

Governors are expected to attend as many meetings of the Corporation as possible, which meets at least six times per year, usually in the afternoon/evening. Governors are also expected to occasionally attend development events, away days (including the annual Governors' Away Day) and Activate Learning events, by agreement with the Chair of the Committee or the Clerk to the Corporation. Per annum this amounts to a minimum of approximately 10 hours preparation time, 18 hours meeting time, and one 24 hour Away Day (52 hours per annum in total).

Governors are also encouraged to take on additional responsibilities, as members of Committees and Working Groups of the Corporation and as Link Governors. Time commitments for these roles are as follows:

- **Audit & Risk Committee (3 meetings per annum): 9 hours**
- **Search & Governance Committee (3 meetings per annum): 6 hours**
- **Remuneration Committee (2 meetings per annum): 4 hours**
- **Link Governor: 2 – 18 hours per annum (dependent upon role)**

► 2021/22 Meeting Dates

Date	Time	Venue
11 October 2021	4:00 – 6:30 pm	TBC
06 December 2021	4:00 – 6:30pm	TBC
07 February 2022	3:00 – 6:30 pm	Online via Microsoft Teams
11 April 2022	4:00 – 6:30 pm	TBC
09 - 10 May 2022	Away Day	TBC
13 June 2022	4:00 – 6:30pm	Online via Microsoft Teams
18 July 2022	4:00 – 6:30pm	TBC

► Expenses and Insurance

All Governors are entitled to claim normal travel and subsistence expenses in line with the Governors Expenses Procedure.

The Corporation maintains adequate Liability Insurance to cover members.



PERSON SPECIFICATIONS

Skills

▶ Essential

- Ability to use independent and objective judgement
- Ability to challenge and constructively engage in debate
- Ability to maintain discretion and confidentiality
- Ability to distinguish between governance and management (strategic and operational)

Experience

▶ Essential

- Experience of operating in a strategic capacity in a large and complex organisation

▶ Desirable

Proven knowledge and strategic leadership experience in one of the following areas:

- Digital and technology
- HR and culture
- Business
- Property and estates

Attributes

▶ Essential

- Personal alignment with and commitment to the values and aims of Activate Learning
- accountability, openness, honesty and leadership)
- High level of integrity
- Ability to prioritise and commit to the time requirements of the role
- Observance of the seven principles of public life (selflessness, integrity, objectivity,

▶ Desirable

- Interest in student experience and careers





Group members

Colleges

- Banbury and Bicester College
- Bracknell and Wokingham College
- City of Oxford College
- Farnham College
- Guildford College
- Merrist Wood College
- Reading College
- The Oxford Partnership colleges
(Saudi Arabia)

Schools

- The Bicester School
- Bicester Technology Studio
- Theale Green School
- UTC Heathrow
- UTC Oxfordshire
- UTC Reading
- UTC Swindon

Training

- Activate Apprenticeships
 - Activate Business School
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Activate Learning

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