



LORD'S TAVERNERS

Giving young people a sporting chance

Strategy Breakfast: 'Leadership'



**Guest Biographies
Strategy Breakfast**

4 November 2019

Guest list:

David Barnes – Head of Discipline, RFU

Brigadier Jonathan Biggart MBE – UK National Military Representative, SHAPE (Mons, Belgium)

Diana Brightmore – Armour – Chief Executive Officer UK & Europe, ANZ

Sir Donald Brydon CBE – Chairman, Sage Group Plc

David Collier OBE – Chairman, Lord's Taverners

Angus Donaldson – Founding Partner, Newstead Capital

Harry Emck MBE – Consultant, Templar Advisers

Michael Ferndale – Partner, Stonehaven International

Karen Frizzell – Partner, Hedley May

Ronald Gould – Chairman, Think Alliance Group

Dame Katherine Grainger DBE

John Guy – Financial Analyst/Investor

Michael Higgins – Chairman, IPSX UK

Mrinal Madina – Director, 2k Tiger

Iain McNeil OBE – Chief Executive Officer, McNeil Co

Chris Merry – Group Chief Executive Officer, Stonehage Fleming

Daniel Moylan – Chairman, Urban Design London

Mike O'Kane – Chairman, ESSA

Peter Oppenheimer – Owner/MD of FMG Direct Ltd

Michael Pask – Founder, Michael Pask Advisory

Elizabeth Potter – Director Strategic Projects, Spire Healthcare

Paul Robin – Chief Executive Officer, Lord's Taverners

Andy Sellins – Chief Executive, The Change Foundation

Brigid Simmonds OBE – Chairman, Betting & Gaming Council

David Sole OBE

Vicky Stewart – National STEM Coordinator, Atkins

Mark Summerfield – NED, 888 Holdings Plc

Stuart Tennant – Legal Counsel, RFU

Carel van Randwyck – CFO/COO

Malcolm Wall – Chairman, Harlequin Foundation

Paul Robin, Chief Executive, Lord's Taverners, set the scene with a brief report on the impact the charity is having on young people's lives.

Lord's Taverners exists to improve the lives of disadvantaged young people or those with disabilities through the provision of sport. The charity's growing cricket programmes demonstrate the need and the life-changing role such programmes can play. Table cricket and Super 1s are programmes that help young people with a range of physical and learning disabilities to play versions of cricket. This improves confidence, self-esteem, skills and social skills. It also combats one of the main issues facing young people with disabilities: loneliness. Wicketz is an award-winning programme providing weekly cricket in many of the most deprived areas all over the UK. Cricket acts as a hook to attract young people 'off the street' and to look forward to doing something every week. The real key to the successful programme is the life skills workshops provided alongside the cricket. Wicketz has secured funding from the Home Office, Police & Crime Commissioners and numerous others. Last year 77 of our participants across our programmes went on to receive the Young Leaders qualifications.

Around 10,000 young people took part regularly across these three programmes.

Lord's Taverners is delighted to be sponsoring today's breakfast. Thank you for listening and now over to David.

INCLUSIVE LEADERSHIP

The conversation started with David highlighting how inclusive cricket is; gender, ethnicity, global game played in a positive spirit where you have India playing Pakistan, Afghanistan and Bangladesh, West Indies along with many other countries from a western heritage. etc. Inclusivity and diversity is an increasingly important aspect of leadership how important a part has it played in your career to date?

Katherine commented that is an essential part of leadership of any team. In a rowing boat you can have up to nine people in a boat and they all need to be in time, of one mindset / unity and be coordinated especially on race day but everybody brings different thoughts, backgrounds and experiences to the boat.

You start with a focused enterprise that sets the course over months and years it comes and brings everyone together. You then need to get to know everyone's experience and put all the thoughts and personal ambitions and gather as much as you can to bring all the team's contributions so you can get the best out of everyone – this helps with unity.

DEALING WITH CONFLICT

How did you deal with conflict in a team? Asked David. Katherine commented that in a previous chat with former England Rugby Union player Jonny Wilkinson they discussed what makes a great team and whether you need to get on with team mates, for example.

Personally, I believe it is important that I get on with team mates and they have to matter to me. That said, it is not always necessary. What really matters is you build

trust. If you have this, you can have the difficult conversations which you need to do before the real pressures comes. You must do this to really excel at something.

Those difficult areas you have avoided or not talked about fully in a frank, constructive and inclusive manner issues come out when you are really under pressure and at key moments. Those challenges now and arguments need to happen to build trust and unity. That said we are all human beings and we are sensitive to criticism. We are all emotionally invested.

You need to find a way to make it constructive so you can deal with these issues. Focus on end goal which connects you. The challenges along the way help you achieve that end goal. There will always be conflict and there should be.

HONEST FEEDBACK & REFLECTIONS

David shared his thoughts on the trust equation:

It is credibility (knowledge), reliability (do what you say you will do and when you say you will do it) and intimacy (you need to be honest about your mistakes and what you will do to fix them). This is all on top of the bottom line which is self-interest.

Get over this and then you start doing what is required to win. This leads to trust and an intimacy where people are confident enough to know what they need to do as their part towards a winning team.

Understanding the person and why they come to the team / sport. Courage and humility to admit, own up and say when you got things wrong. Sharing our vulnerabilities helped us get there in terms of the 1990 Scotland Grand Slam winning side. It is tough to do, takes honesty and trust that it will be used constructively.

Developing this point, Katherine reminisced on a pre-Olympics race day when the GB team Psychologist came to team meeting first time. He asked the following question of the team: Why do you do what you do and what does the race tomorrow mean to each of you?

We actually had never discussed it! We never talked about why we were rowers. We all gave very different and specifically personal replies. There was an honesty about it which was healthy – very important. After that I knew what this was about and it was a privilege knowing what my team makes wanted to achieve and the additional responsibility was not an extra burden but a huge help as we all knew what our effort would mean to each other. It was a big help in the end. Taking on the dreams of people you care about. Doing things with people for other people is empowering and exciting.

David discussed how some of the more experienced people helped. Really enjoyed it as a younger player. The older and more experienced I got the more the burden was for team mates and the Scottish people. The weight of responsibility became a heavier burden.

RESILIENCE

Looking back at my first year at university (Katherine speaking) when I started rowing we had a great inaugural year – winning many races. When it came to picking the teams for the next year – in a lecture theatre – I was shocked to find out I had not been picked for the first boat. Okay something to aim at I thought. I was not picked for the second boat, nor third or fourth even fourth boat – disaster!

Then came the announcement that next year they would have a social fifth boat. My name was mentioned here. I was so embarrassed, ashamed and angry – all terrible emotions. I climbed the local hill (Arthur's Seat) in Edinburgh in the dark, all the things you should not do as a student. I obviously cared enough so I swore never to let this happen again and I would work hard and not leave anything to chance. It was a great lesson in humility.

I decided to build my way up, working harder to get into the senior boat. You need to know greatness won't happen overnight. Even when I broke into the GB team next year did not make it. Everyone goes through horror stories and disappointments but you have to go through them to build resilience and to get to the top. All successful people have the blood, sweat and tears and the bumps and scrapes along the way. It is so important in sport and work life.

David shared his experience of being injured for the biggest win the Scottish rugby side has had over England (33-6) and that he had been injured with a broken cheekbone. He went to the celebration afterwards and found he was pleased on behalf of his team mates – 'ah I have matured'.

Now I know what to aim for and it is part of growing up. To that end the current England team will be a much better team for their world cup adventure. They know what's required to win it and how it feels when you come second and will build on that.

How you deal with and react to failure and disappointment is always the test of who you are as a person.

WHAT LESSONS CAN BUSINESS LEARN FROM SPORT?

Where do the lessons from sport stop applying to business – David's final question to Katherine. The biggest thing I have noticed is the ambiguity of business. There is a purity to sport. The four cycles with championships every two years, training plans etc. You know where you are and it is simple.

I noticed in business you make plans and they rarely last a week. The privilege of having a coach to challenge you, push you and ask how you are is amazing and you miss it when you don't have it.

The breakfast then opened up to the table and the themes continued. The Lord's Taverners want to thank Katherine and David for the time, insights and sense of humour. Their understated, humble delivery was beguiling. It was an inspiring way to start the day.

Thank you to all our guests too.



David Barnes

David is currently Head of Discipline for the RFU. Part of the wider RFU Legal and Governance team, he is responsible for ensuring that any disciplinary or regulatory breaches, either on and off the field, within the game in England are dealt with in a fair and efficient way.

Previous to his role with the RFU, David spent 11 years with the Rugby Players Association (RPA) as Rugby Director and Chairman, having played 16 years as a Professional Rugby player, spending the majority of his career with Bath Rugby.



Brigadier Jonathan Biggart MBE

Jonathan Biggart joined the Royal Scots Dragoon Guards, a main battle tank equipped cavalry regiment, in 1991 upon commissioning from the Royal Military Academy Sandhurst. His early regimental career was spent in Germany and the United Kingdom with operational deployments in the Balkans and Middle East. He commanded his Regiment which included a deployment to Helmand Province, Afghanistan. As a Brigadier he commanded the Collective Training Group with responsibility for the British Army's combined arms training and delivered through establishments in Europe, Canada, Kenya and Belize.

His staff officer employment has included time at the British Embassy, Washington D.C., as a mechanised brigade chief of staff, military assistant to COMARRC and COMISAF and more recently in training policy and combat capability requirement positions in the British Army Headquarters.

Between both command and staff positions he has deployed three times to the Balkans, twice to Iraq and three times to Afghanistan. This has included tours under SFOR, KFOR and ISAF with his most recent deployment as Chief of Operations in HQ ISAF.

His next assignment, which will commence in January 2020, is as United Kingdom National Military Representative at SHAPE in Mons, Belgium.

Educated at Fettes College, Edinburgh and the University of Aberdeen he holds a joint honours degree in economics and politics. He is also a Master of Business Administration (Defence) from Cranfield University and graduate of the British Cabinet Office sponsored Project Leadership Programme. In 2019 he completed a year's post graduate continuous professional development and education in strategy and leadership at the Royal College of Defence Studies in London.

His interests include history, field sports and skiing. He is married with three children aged 16 to 11.



Diana Brightmore-Armour

Diana Brightmore-Armour joined ANZ in October 2013 and is Chief Executive Officer UK & Europe, based in London.

Previously CEO of Corporate Banking at Lloyds Banking Group, Diana has had experience in corporate finance, mergers and acquisitions, financial management and corporate treasury.

Diana is a strong supporter of talent development and gender diversity, both within ANZ which she signed up to HM Treasury's Women in Finance Charter and externally through her involvement with the 30% Club and City Women's Network.

She is Non-Executive Director on the board of the Berkeley Group, and a member of the board of the Association of Foreign Banks.

She has worked extensively internationally throughout her career and is married with two children.



Sir Donald Brydon CBE

Key areas of experience: Industry and finance, governance.

Donald is currently Chairman of Sage Group plc and is conducting the Independent Review into the Quality and Effectiveness of Audit.

Donald has wide experience gained on the boards of a number of listed companies across a wide range of sectors, as well as his significant knowledge of the financial sector, gained from his time as Chairman and Chief Executive of both BZW Investment Management Ltd and AXA Investment Managers SA, and his role at London Stock Exchange Group.

Past experience: Donald has been Chairman at: London Stock Exchange Group, Smiths Group plc, the London Metal Exchange, Taylor Nelson Sofres plc, Amersham plc, AXA Framlington Ltd and Royal Mail plc and is a former Director of Aberdeen UK Tracker Trust plc, Allied Domecq plc, AXA UK plc and Scottish Power plc.

Other current appointments: Donald is currently Chairman of the charity Chance to Shine and Chairman of the Science Museum Foundation.



David Collier OBE

David is the Chair of the Lord's Taverners a charity providing young people with a sporting chance and is also Chair of the Federation of International Hockey's Rules Board. He graduated from Loughborough University and completed his education at Insead Fontainebleu and Wharton Business School (USA).

David captained England Universities at hockey and cricket. He is a former Chief Executive of the England and Wales Cricket Board, Chief Executive of the World Governing Body for Rugby League, Chair of the East Midlands Development Authority's Tourist Board, Senior Vice President of American Airlines/SABRE and Chair of the Leicestershire Sports Partnership.

He has been awarded Honorary Doctorates by Loughborough University and Nottingham Trent University and received an OBE in the 2014 New Year's Honours for services to cricket.



Angus Donaldson

Founding Partner of Newstead Capital. Newstead Capital is an alternative credit fund focusing on providing credit to the real estate development sector.

Chairman of Gh05t one of Europe's leading social media agencies. Gh05t was founded in 2016 when Angus structured a buy-out from Vice Media.

Gh05t now creates and runs the social media marketing and presence for a wide range of clients from Global sporting events to international brands to A list celebrities.

Founding partner of Codec London. A Data Driven Content marketing platform. Codec uses social media data to recommend content which activates the target audience to ensure a brands precise marketing goals are achieved.

Former Managing Director of Dresdner Bank where he was Global head of UK Equity Product. He went on to found Corin Capital, a leading equity long short hedge fund where assets under management grew from \$5m to \$400m.

He subsequently joined Clareville Capital as partner and portfolio manager of the Pegasus fund. The Pegasus fund was the best performing Hedge Fund in Europe in 2013, top 5 Globally and won the Eurohedge award in its category.



Harry Emck MBE

Harry is an expert in spoken and written communication. He works for Templar Advisors, a boutique firm which specialises in spoken and written communication globally.

Harry's clients span the spectrum of banking, insurance, law, advisory and asset management. He specialises in presentation skills, pitching, negotiation, sales programmes and business writing. Last year he delivered programmes in Europe, Asia, the United States and Africa and trained over 2,000 individuals world-wide. For the last eleven years, he has taught on the MBA and Masters in Finance programme at the London Business School. He is the global business writing, leadership and psychometric lead for Templar Advisors.

Harry regularly works on IPOs, trade sales, investor day presentations, town halls and re-financing deals. A 1:1 coach, he is constantly working with senior management to improve their communication skills. His psychometric qualifications include MBTI, FIRO-B, Extended DISC and Hogan.

Prior to joining Templar, Harry served in the British Army as Chief Instructor at the Royal Military Academy Sandhurst and as the Commanding Officer of an Armoured Infantry Battle Group. He has a BA in History from Reading University and an MA in War Studies from Kings College London. In 1999 he was awarded an MBE by Her Majesty the Queen for his services to peace-enforcement operations in Bosnia.



Michael Ferndale

Michael Ferndale is a member of the Stonehaven International Board Practice. He has a wealth of experience in board appointments and executive search working extensively across the private, sports, not-for-profit and public sectors. He is also well versed in working with private equity and has helped clients build pre-IPO boards.

Prior to Stonehaven International he co-founded HPA Advisory – a search and leadership support business – in 2013. He established the Board Practice at Harvey Nash and chaired the Harvey Nash Group Advisory Board. He has also worked for Korn/Ferry International and Whitehead Mann where he was a member of the board, consumer/retail and public sector practices.

He was educated at the Royal Military Academy Sandhurst and The University of Dundee where he graduated in Scots Law (LLB). He is a member of the Commercial Committee of the Lord's Taverners and a former member of the Museum of London's Development Board.



Karen Frizzell

Karen advises on senior HR appointments for corporate, financial services and professional services institutions. She has extensive experience of appointing Chief Human Resources Officers, senior generalists, Talent, Learning, Organisational Development, Reward and other specialist positions.

In addition to this, she has considerable Corporate Officer experience, with particular expertise in Marketing and Communications. Previously, Karen was a Partner leading the HR and Corporate Officer Practice of Saxton Bampfylde. Prior to this she headed up the HR Practices of JD Haspel and Russell Reynolds.

Her early career was in Human Resources. She holds an MA (Hons) in Psychology from the University of Aberdeen.



Ronald Gould

Ronald Gould (Chairman) was appointed to the Board in April 2019 and became chairman of the Company in June 2019. He is currently a Non-Executive Director of ONE Re Ltd and Chairman of Think Alliance Asia and Compliance Science Ltd, and was previously a Non-Executive Director of the JPMorgan Asian Investment Trust plc.

He was also previously Managing Director and Head of the Promontory Financial Group in China, CEO of Chi-X Asia Pacific, Senior Adviser to the UK Financial Services Authority, CEO of investment bank ABG Sundal Collier and Vice Chairman of Barclays Bank asset management activities.



Dame Katherine Grainger DBE

Dame Katherine Grainger is the current Chair of UK Sport. She was appointed for a term of four years in April 2017 with the approval of the Prime Minister.

Katherine is Britain's most decorated female Olympic athlete of all time and the first British woman to win medals at five successive Olympic Games. These include a memorable gold medal at London 2012, which followed silver medals at Sydney, Athens and Beijing. Following a two-year break from the GB Rowing Squad, Katherine returned to the team at the end of 2014. The move resulted in success when Katherine's silver medal at Rio 2016 gave her the record breaking fifth medal from five Olympics.

In November 2009, Katherine was named as Scottish Sportsperson of the Year and awarded the "Emirates Lonsdale Trophy" by Commonwealth Games Scotland, the first female to win this prestigious award. In 2016, her fellow Olympians voted her Britain's first Olympians' Olympian. On retiring from rowing, Katherine was awarded the world of rowing's most prestigious prize, the Thomas Keller Medal, for an Outstanding Career in Rowing. She is the Honorary President of the Scottish Amateur Rowing Association.

Katherine was born and educated in Scotland, graduating in law from Edinburgh University. She went on to achieve an MPhil in Medical Law and Medical Ethics from Glasgow University. In May 2013, she completed a PhD in the sentencing of homicide at King's College, University of London.

She is a Fellow of King's College and a Regent of Edinburgh University and has received honorary doctorates from nine universities. In March 2015, Katherine was inaugurated as Chancellor of Oxford Brookes University, a role she will hold for a seven-year tenure.

For services to rowing, Katherine was awarded an MBE in 2006 and a CBE in 2013. She serves as an ambassador, patron or board member of various charities and sporting bodies and this was recognised when, to round off an exceptional 20 year career in sport, she became Dame Katherine Grainger in the 2017 New Year's Honours List for services to sport and charity.



John Guy

Financial analyst/investor with a specialised focus in luxury and sporting goods.



Michael Higgins

Michael has been a plural non-executive for the last 12 years following over 25 years in the City as a corporate financier.

He is currently Chairman of IPSX UK which this year became only the seventh Recognised Investment Exchange in the UK. It will provide a market for single asset property companies -the first specialist property stock exchange in the world. He is also a director of Progility Ltd, a professional services, healthcare equipment and communications group and is an alternate member of the Takeover Panel, on behalf of the Quoted Companies Alliance. Until recently he was a Board member (and is a former Chairman) of the QCA, a non-executive director of Premier Technical Services Group plc and Plant Health Care plc.

Michael is also involved in an on-line publishing business focussing on the infrastructure and renewable energy sectors and in an early stage business intelligence software company.



Mrinal Madina

Mrinal runs an events business called 2k Tiger that specialises in corporate, sporting and learning events from the premium market.

He has previously worked in the technology and marketing sectors and been a Director of a tech start up called Cadin Ltd and a branding and marketing agency called The Ad Store UK. Past clients have included BT, Orange, The Wisley, Lord's Taverners, Saks Fifth Avenue and Vodafone. Mrinal is a keen golfer with a 7 handicap. In 2016 he set up a charity fundraising club (The Felix Club) where he organises events to support charities such as the Lord's Taverners through sporting events.

He is married with two children.



Iain McNeil OBE

Iain is a professional manager and has spent his entire career in leadership roles. This career was almost evenly divided between the Army and executive recruiting. His military service was principally in the Coldstream Guards, serving in a variety of roles including postings in the UK and several other postings throughout the world. He also served two years at the Commando Training Centre with the Royal Marines. He commanded 1st Battalion Coldstream Guards in London, Germany, Northern Ireland and the first Gulf War. After regimental duty, on promotion to Brigadier, he commanded 1st Brigade at Tidworth, then became Director of Personal Services for the Army, encompassing a wide range of responsibilities such as discipline, pay, conditions and welfare. He served on the Honours and Awards Committee and was awarded an operational OBE for service in Northern Ireland.

He was then headhunted into executive recruitment, joining NBS as Director of Operations in London. This was the UK's leading executive recruitment selection business with a London base and seven regional offices, complemented by assessment and consulting services and a major advertising department. After this he joined Odgers International, following its purchase, as Chief of Staff. Responsible for operations and recruitment, he was part of the Board team that built the business from 20 people to the UK's leading search firm in a decade. As Odgers Berndtson, with 5 regional offices and part of a global network, he was central to many of the initiatives that helped to drive and develop the successful growth of the business.

Iain joined The Miles Partnership in 2014. His role as Chief of Staff was to grow the business. After The Miles Partnership, Iain undertook management consulting and joined Stonehaven International in summer 2017 to help grow and adapt the business. Iain now is Chair of two commercial start ups and undertakes consulting projects.



Chris Merry

Chris became Group Chief Executive Officer for Stonehage Fleming in 2019. He has an impressive career that has spanned both financial and professional services businesses. He served five years as CEO of leading fund administrator Ipes, prior to which he held CEO roles at RSM Tenon, the UK accounting firm later acquired by Baker Tilly, and at Matrix Group, a privately held boutique financial services firm. He has also acted as Finance Director for Clifford Chance, a leading global law firm and Partner at PwC, with experience in London, New York and Shanghai.

Chris holds a Bachelor of Arts (Hons) from the University of London.



Daniel Moylan

Daniel Moylan is a former Deputy Chairman of Transport for London under Boris Johnson, a former Non-Executive Director of Crossrail Limited, a former Deputy Leader of Kensington and Chelsea Council and a campaigner for Brexit.

After university he worked in the Foreign and Commonwealth Office and in various investment banks before setting up his own business specialising in financial training. As a consequence of his political involvement, he has spent the last twenty years working at the interface between the public and private sector on major capital projects.

He is currently working with a major London landowner to develop a project for a new, privately funded railway in the capital. He also chairs Urban Design London, a public-private sector network dedicated to improving skills of professionals working on urban design and the built environment.



Mike O'Kane

Chairman European Sports Security Association ESSA,
Chairman, Bookmaker's Committee and NED, Horserace Betting Levy Board.



Peter Oppenheimer

Peter has spent the majority of his earlier working life in senior Sales and Marketing roles with Companies servicing the UK retail trade.

He spent 15 years as Sales and Marketing Director of Gerber Foods during which time the Company grew dramatically and he formed many personal relationships. These have enabled him over the last 20 years to help UK and overseas suppliers of food, non food and health and beauty products to establish and develop their businesses in the UK.

Most recent successes include Nicocigs [e cigarettes and liquids] from start up to the sale 5 years later for £120 million to Philip Morris and now establishing within 8 months of launch Vitality as the brand leader in the fast growing CBD market.



Michael Pask

Michael is a dynamic self-motivated leader, who has over 25 years' experience working for WME IMG, the world's largest Sports, Entertainment and Media business as a Senior Vice President. In this time, he has worked in a variety of roles from event planning, organisation, implementation and management. He turned around the International Academy business from a loss making enterprise to a highly successful global operation. In creating the Golf Advisory Business, he delivered knowledge and skills to a global list of clients including HSBC, French and Italian Ryder Cup bids (both successful) as well as a host of other digital, corporate and development clients. Sitting on the board and driving business development he also helped grow European Golf Design (EGD) to be the most successful Golf Course Design business in EMEA with over 50 courses many linked into professional clients. As Head of the Sports Leisure Tourism Group he was responsible for the development of opportunities in stadiums as well as tourism, event strategies as well as the creation and growth of the golf course operations business in EMEA.

Brand Development, Sales, Business Development and Relationship Building have been a key part of all his experience and he spearheaded the transformation of the IMG Golf Division's sales efforts, its creative offering and digital strategy.

Alongside managing his team in these endeavours, he has also created an Olympic Management Group and successfully guided the careers of significant Olympic Athletes including Sir Steve Redgrave, Michael Johnson, Ian Thorpe and Katherine Grainger.

He has experience in the acquisition of companies as well as the integration of them post acquisition.

Since leaving WME IMG Michael has secured several senior advisory roles in Sport, Leisure and Tourism:

- Buchanan Estate (Duke of Montrose): Long term strategic vision and planning.
- Chester Race Course: Long Term Strategic Plan incorporating: brand; commercial; digital; broadcast and development strategies.
- Golf Environment Organisation (GEO). Member of Advisory Council.

- YouGov Sport; Advisory Board.
- Amber Energy: Advisor to Owner.
- Okol Resort Development in Bulgaria: Advisor to Principal.
- Urban Adventure: Senior Advisor to the Board.
- Qiddiya (Saudi Arabia): Member of International Advisory Board for this PIF backed Giga project.
- England Golf: Independent Non-Executive.
- RAG Stiftung (€23 billion German Based Foundation-Member of International Advisory Board.
- Wave -Tricity- Renewables Business- Advisor Board
- British Army-Member of Brand and Reputation Committee

In addition, he has developed the cultural and brand strategies for various companies.

Michael has a First-Class degree in Geology from St Andrews and successfully completed a year-long cycling expedition along the Andes and a follow up lecture tour including three presentations at the Royal Geographic Society during a two-year break from IMG. He has sat on the Sport Relief Steering Committee; The GEO Advisory Council and has recently stepped down after five years with the Make-A-Wish Corporate Alliance Committee.



Elizabeth Potter

Elizabeth has worked for Spire Healthcare for the last fifteen years, successfully leading a wide variety of strategic projects for the company including M&A transactions, tenders and joint-venture projects. She has also led a number of investment projects involving building new facilities. Projects have included; the acquisition of the Classic Hospital Group, the disposal of the London Fertility Centre and Bristol Cancer Centre, the establishment of our joint-venture with GenesisCare to establish Cancer Centres of Excellence and numerous national bids. She is also responsible managing Spire's long term strategic planning process.

Prior to working for Spire, Elizabeth was a management consultant for a number of years and worked in the City.

Very people orientated, Elizabeth's expertise includes leading and mentoring cross-functional teams with a culture of goal-setting, communication and collaboration. She is a skilled communicator, providing clarity of vision to stakeholders at all levels, from Board Members to nursing and admin teams, ensuring engagement with change and removing barriers to progress.



Paul Robin

Paul has spent most of his working life in business with a 20 year career in organising trade shows, conferences and consumer exhibitions all over the world. He has had senior roles in large organisations with highlights being launching new shows for the automotive industry in Central Asia, Moscow and Hong Kong. Similarly he launched new trade shows for the Travel Industry in Germany, South-east Asia and on a joint venture basis in the UAE.

Paul then set up his own business until it was acquired in 2011 by Reed Exhibitions, part of Reed Elsevier. Looking for a new challenge, Paul was appointed to the role of CEO of the Lord's Taverners charity in 2013, having previously been an active volunteer and a Trustee.

During his tenure Paul has overseen the modernisation of the organisation and its significant growth. A life-long lover of cricket, Paul believes in the power of sport to transform lives for the better and that all young people, whatever their disadvantages, deserve a 'sporting chance'.

He is married with three daughters and lives in St Albans.



Andy Sellins

Andy Sellins has been with The Change Foundation since its inception in 1981 and over this time helped set up and run development programmes in thirty countries, sharing best practice with community partners large and small.

The Change Foundation is at the forefront of creating new ways to use sport to create a social impact and their twenty five strong team is drawn from programme participants who have lived experiences of the challenges facing the young people they target.

It is a pioneering organisation and has a culture in which their young people and their young delivery team are seen as ambassadors of change, undertaking regular public speaking engagements and delivering ground-breaking development programmes across the world. In recent including we have helped rugby legend, Bryan Habana, and cricket superstar, Chris Gayle, set up their charitable foundations in South Africa and Jamaica respectively.

The charity currently runs ten programmes using rugby, netball, boxing, football, dance and cricket, as well as a number of multi-sports programmes. These programmes target a wide range of young people, including young women in care, child refugees, young people with a disability, young offenders and young people involved with gangs and criminal activity.

Andy is a rugby and cricket fan and played rugby for Exeter Chiefs and Wasps and once shared a century partnership with West Indian cricket legend Viv Richards!

For six years in the early 1990s Andy was a professional photographer and he was a professional Hip Hop DJ for five years in the late 90s.

He lives in Brighton with his wife Hailey, his two kids, Lara and Erin, their dog Doris and their cats Biggie and Snoop.



Brigid Simmonds OBE

Brigid Simmonds is the Chairman of the newly formed Betting and Gaming Council which will represent 90% of an industry who operate betting shops, online gambling and casinos. She was previously Chief Executive of the British Beer & Pub Association for ten years and before that Chief Executive of the umbrella organisation Business in Sport and Leisure (BISL).

She is a Vice-President of the Sport and Recreation Alliance and is also a board member of the Tourism Alliance. She is also a member of the Government's Future High Streets Forum. In June 2006 she was awarded an OBE for Services to Sport.



David Sole OBE

David Sole graduated from Exeter University with a BA Hons in Economics and Agricultural Economics, following which he enjoyed a successful career at United Distillers and Diageo working in global operations. Since leaving Diageo at the end of 2000, he has become an established executive coach, first as part of the Change Partnership, then as a partner at Whitehead Mann where he was head of the Leadership Development practice.

In 2007 he set up his own company David Sole & Associates, specialising in executive coaching, team development and facilitation. He has extensive experience having worked with a wide variety of organisations and senior clients across a broad range of sectors. On 1st June 2017, David Sole & Associates merged with School for CEOs.

David also played international rugby, winning 44 caps for Scotland and 3 caps for the British and Irish Lions. Since his record 25 appearances as Scotland captain, including the famous Grand Slam of 1990, David has remained heavily involved in Scottish sport and was a Board member of sportscotland for 8 years.

He was appointed Non-Executive Chairman of AM Bid Services in March 2017 and he has also been a non-executive director of the Kilchoman Distillery Company.

David likes to spend his weekends with his family or pitchside supporting his four children in their various sporting endeavours.



Vicky Stewart

Vicky has worked as an acoustic consultant at Atkins, member of the SNC-Lavalin group, since 2001. Her work involves predicting whether a new development, such as a road or railway, could affect the sound inside homes and gardens, schools, hospitals and public spaces.

As well as working on projects in the UK, Vicky has worked in the Middle East on projects such as the Bahrain Oil Fields, and on million pound holiday villas in Cyprus.

Vicky loves that her job involves working with others to solve problems that affect people's lives.

In addition, Vicky is the National STEM Coordinator for Atkins, and in 2016 she was given the Institute of Acoustics Award for Promoting Acoustics to the Public as well as being listed as being one of the Top 50 Women in Engineering, that same year.

In 2018 Vicky was the runner up in the 'Joan Sjøvoll' award for STEM Leadership at the STEM Inspiration Awards.



Mark Summerfield

A Chartered Accountant, Mark worked for KPMG in the UK and US for 29 years, 18 as a partner.

His UK management roles included Head of Audit for Technology, Media and Telecoms (TMT), and responsibility for the Leisure and Assurance practices.

Mark spent most of his career working for companies in the TMT and leisure sectors, and has extensive experience in auditing, financial reporting and governance, as well as mergers and acquisitions and capital market transactions.

He was William Hill's interim CFO for 15 months, helping set the group's strategic direction and assisting with its transformation and technology programmes, and is currently Audit Committee Chairman for 888 Holdings Plc and The Angling Trust, where he is also SID.



Stuart Tennant

Stuart is a sports lawyer based in the Legal & Governance team at the Rugby Football Union.

He manages a wide range of regulatory, disciplinary and anti-doping cases which are presented to RFU Disciplinary Panels, the National Anti-Doping Panel and the Court of Arbitration for Sport.

He also provides regulatory and legal support to the wider legal, betting & anti-corruption and safeguarding teams.

He is a Non Executive Director (Legal) on the board of Scottish Squash Limited and sits as a Disciplinary Panel Member for the Lawn Tennis Association.



Carel van Randwyck

CFO/COO of a start-up PE firm after 35+ years in financial services, including investment banking and management consulting.

Chartered Accountant and Fellow of the Association of Corporate Treasurers.

School Governor, Chairman of a 450 year-old charity in The Netherlands and Member of the Order of St. John.



Malcolm Wall

Malcolm Wall has worked across the media spectrum in the UK and overseas.

He is currently an advisor to the Abu Dhabi government on their media sector. He is advising Factory 42, the immersive entertainment company. He also has a number of Non-Executive Directorships.

He is a Non Executive Director of Image Nation (the international film fund), Chairman of Dock 10 (the Media City production facility), Chairman of Eagle Eye plc (a leading digital consumer engagement provider) and Chairman of Harlequin Foundation (the charitable arm of Harlequin FC).

He has previously been CEO, Content at Virgin Media, CEO of Abu Dhabi Media, COO of UBM plc, an advisor to Pinewood plc in China, an advisor to Digicel in the Caribbean and Chairman of Harlequin FC, the professional rugby club.