University of Plymouth

Higher Education Corporation

Board of Governors

Minutes of the Meeting of the Board of Governors on Wednesday 18th March 2026.

Present

Professor Simon Gaskell (Chair)
Dindu Okechukwu
Kerry Baldwin
Peter Coulson
Adrian Dawson
Amanda Fisher
Anna Cohn Orchard
Professor James Daybell
Vanessa French
Shane Amaratunga
Philip Nicol-Gent
Professor Richard Davies
Derek Pretty
Professor Richard Preziosi
Daniel Howlett
Josh Frost
Christine Allison
Michael Nithavrianakis

In attendance:

Professor Dafydd Moore (Senior Deputy Vice-Chancellor) (SDVC)
Gavin Douglas (University Registrar and Secretary) (URS)
Louise Parr-Morley (Interim Chief Financial Officer)
Jackie Hunt (Board Governance Manager) (Clerk)

Item		Action
25/04/1	**Obituaries**	
	The Board acknowledged the deaths of: Karen Allain a student on BA (Hons) Photography – Passed away March 2026 Riley Philogene a student on BSc (Hons) Politics and International Relations (final Stage) – Passed away February 2026 Victor Parsons, formerly Chair of the Board of Governors (from 2001): (and Honorary Doctor of the University (2002) -Passed away in February 2026 at the age of 93.	
25/04/2	**Membership**	
2.1	**Apologies for Absence** **Noted:** • None • The Chair welcomed new Governor, Mike Nithavrianakis and Interim Chief Financial Officer, Louise Parr-Morley to their first Board meetings.	
2.2	**Notification of Items of any other Business** **Noted:** • None	

	• Item 15 HSWAC Dashboard was unstarred.	
2.3	**Declarations of Interest** **Noted:** • None	
2.4	**Confidentiality Status of Agenda Items** **Noted:** • All items on the agenda are treated as confidential on the grounds of commercial confidentiality. • Further indication of the status of each item is noted on the accompanying paper.	
25/04/3	**Minutes**	
3.1	**Minutes of the Meeting held on 22nd January 2026 (Enc A)** **Noted:** • Items 25/03/13-16 needed clarification on which items were brought to this Board Meeting and which were noted or approved by correspondence. **Decision:** • Approved, with the above changes, as an accurate record of the meeting.	
3.2	**Necessary Redactions** **Noted:** • Item 25/03/8 on the Plymouth Science Park will be part redacted as the "update" section is commercially sensitive.	
3.3	**Matters Arising from the Minutes held on 22nd January 2026 (Enc B)** **Noted:** • All action points have been completed, are scheduled for future meetings or are on the agenda. **Decisions:** • By correspondence with the Board it was agreed that an item from the last agenda "Next steps with Quality Assurance" was noted and a further item "Compliance with 1994 Education Act" was approved by the Board. **Noted:** • The other items not covered in the last meeting are on this agenda.	
3.4	**Board Terms of Reference (Enc C)** **Noted:** • This is a single document bringing together what were previously two separate documents, the Board's Terms of Reference and its Primary Responsibilities which was brought to the Board in January. • Following comments at the last meeting minor changes have been made to the Terms of Reference: o Inclusion of references to "research" and "people". o Clarification of the accountabilities of the Board.	

	○ Amended wording around "people strand of the Strategy". ○ Inclusion of the composition of the Board as of March 2026. **Decision:** • The Board's Terms of Reference were approved.	
25/04/04	**Appointment of New Chair of Governors (Enc D Appendix A)** **Noted** • The current Chair steps down at the end of July 2026. • Odgers were chosen to action the executive search. • Discussions took place about what the Board wanted from the new Chair. The consensus was someone commercially minded with non-executive, including chairing experience, as a base. • Odgers sifted candidates and created a long list, then the panel shortlisted five candidates, one dropped out due to commitments. • The four candidates at interview had a tour of the University, then met with the discussion group and finally attended the formal interview. • The chair of the discussion group and the panel met after the final interviews and after thorough, robust discussion came to a unanimous decision. • The Chair of the Audit Committee subsequently took up oral references, which were excellent. **Discussed:** • The discussion group found David Noyes was well prepared, interested and engaged. **Decision:** • Approved David Noyes as Chair of Board from 1st August 2026. **Discussed:** • Thanks to everyone involved in the process including governance team and the panel and discussion group involved. • This is a positive outcome for the University.	
25/04/5	**Chair's Reports**	
5.1	**Chair's Remarks and Reports on External Board Activities** **Noted:** • The Chair has spoken to Richard Stephens from City College Plymouth about working towards a coordinated presentation of a post 18 offer in Plymouth. • The Chair drew attention to Richard Preziosi's report on the CUC seminar he attended on Governance and Quality. • Peter Coulson attended an AdvanceHE seminar on Student Mental Health and Wellbeing. The OfS will be releasing (in the next 12 months) a statement of expectation for mental health to be included as a disability. The key messages are the likelihood of hardened regulatory expectation, delivery and consistency of support, and the Board's role in delivering the support.	

	• Disabled students, especially those with mental health disabilities, have poorer outcomes. Additionally far more complaints escalate from students with mental health challenges. Early intervention was the emphasis of the seminar and Universities learning from serious incidents from across the country. The report is in the reading room. **Noted:** • There are several CUC events coming up including a plenary, the Chair will report on these at the next meeting.	
5.2	**Update from Finance Committee Chair:** **Discussed:** • The Committee had their first report since the reforecast at the beginning of December – the accounts are still broadly in line, there are some pressure points but the University retains a positive operating surplus. • The five year forecast is a rolling forecast and has been updated to include changes such as predicted student numbers. • The committee reviewed a report from the Capital Projects Committee which is currently moving from a phase of big projects to smaller plans. • The Transparent Approach to Costing (TRAC) return was received by the Committee, which covers how the University recovers its costs, this needs to continue to improve with recovery slightly down on last year, and recovery of research costs very low. The Chair of Finance encouraged Governors to review the report.	
5.3	**Update from Audit Committee Chair: (Enc F)** **Noted:** • The Chair of Audit has attended a CUC webinar and (with Vanessa French) an AdvanceHE seminar, forming part of the Governor Development Programme, on "Audit & Risk Committee". • The Audit Committee had a very full agenda at the last meeting. **Discussed:** • Security and academic freedom - there is a clear distinction between taking action to protect research from external influence or theft and the need to defend academic freedom. The aim is to hold these principles in balance. With the forthcoming changes associated with Team Plymouth, the University will need to increase its vigilance, as a higher number of incidents can be anticipated. **Action:** • To include in the international risk report to the Board in July information on the range of issues and challenges affecting the University whilst protecting from international espionage and at the same time defending academic freedom, including the student lens on these matters. **Discussed:** • At a WonkHE seminar 'Show Them the Money', it was emphasised that solvency should not be the sole measure of governance assurance, and that greater scrutiny is forthcoming. Government oversight is expected	

	to become increasingly forensic, and the Board will need to demonstrate the basis on which it derives assurance, rather than simply asserting that assurance exists.	
5.4	**Update from Honorary Awards Committee Chair** **Noted:** • The Committee is targeting engaging with previous Honorary Award recipients and encouraging the development of more networks this way. • The Committee considered the nomination of one candidate; it was agreed that the VC would contact the nominee and try to establish a relationship in the first instance and then revisit the nomination at a later stage. • It was agreed that the Committee would also consider proposals for eminent alumni as speakers at graduation ceremonies where no Honorary Award recipients were available. **Discussed:** • Whether the University nominates people for Honorary Awards from its overseas partners. It cannot nominate anyone working for partners or the University but has previously nominated previous governors from these partners in the last few years.	
5.5	**Update from Health, Safety & Wellbeing Assurance Committee Chair** **Noted:** • There is little additional information to add beyond the dashboard later on the agenda. • There will be a future dataset on mental health as a disability and metrics around early warning and support. • The next meeting will consider the future of the Committee going forward**.**	
5.6	**Update from Nominations Committee Chair** **Noted:** • This was a brief meeting with a report on how the Chair's recruitment (post interview) was progressing. • The Committee discussed succession. • The Committee reviewed the induction plan for the new chair and made some suggestions and embellishments. David Noyes has been sent a draft induction list and has added some additional meetings he thought he would need. The URS and Clerk will meet with David Noyes shortly to progress the induction plan.	
25/04/6	**Vice-Chancellor's Report (Enc G)** **Noted:** • The VC has visited all of the schools and asked them what is important to their schools for the Vision and Strategy. The development of the strategy has progressed well. • The Team Plymouth Programme Board continues to play a central role in driving forward the city's shared ambitions, the first draft of the Defence Growth Deal expression of interest has been submitted, as has the Place	

	Based Business Case, which sets out a holistic and positive case for developments in Plymouth. • The University has put in an expression of interest to join the Defence Universities alliance. 60 Universities have applied and this is likely to be reduced to approximately 20 who succeed in making up the alliance. • UEG have just completed a further "all staff briefing", these are developing well with more interaction from staff. • Phase one of the University's Repositioning Project has now been completed, the finding from the project will be released on 25th March 2026. • Overall, student recruitment figures to date are in line with last year, rather than growing, however lower cost areas are shrinking; growth is predominantly in the areas which are more expensive to the University. This issue remains Super Priority number one. • Research income at the University has grown significantly over last decade. • The University's contribution to Team Plymouth will be covered in the away day tomorrow. **Discussed:** • If the University does join the Defence University Alliance will UCAS provide this information to students? The University has a proactive and a reactive media plan in place ready for this. • Has the partnership with defence affected student applications? There is no clear data on this but there has been a 200% increase in students in engineering coming to Plymouth as the buzz around Plymouth and engineering grows. It was noted that 40% of the student body are within health disciplines which would not be affected directly by any defence partnerships. • Defence is one area where public sector spending is increasing and Plymouth has to be in the mix, with the University influencing this as far as possible; the University is a very strong partner and can lead on innovation. • UEG has recently approved a set of values-led principles to govern its partnerships, to complement its existing due diligence processes, including its "Caution Countries Framework" that informs proposals to work in potentially controversial jurisdictions. • These principles have been framed in the context of the University's statutory obligations in relation to academic freedom and free speech within the law. **Discussed:** • The University's cybersecurity defences and the possible effects of the Team Plymouth project. • The research *awards* information for this year is encouraging, however the data should be complemented by a research *income* report which shows the trends for research income over several years. **Actions:** • To send relevant links to Governors for reading on Freedom of Speech. • To add research income information and trends to the VC report.	VC VC

25/04/7	**Students' Union** **Sabbatical Officers Update (Enc H)** **Noted:** • The student elections for the Faculty of Arts, Humanities and Business and Faculty of Science and Engineering are complete and Emily Pinn and Poppy Firth have been respectively elected; the elections for the Faculty of Health are still ongoing. • The presentation included a video of students talking about "their best things about the University" and what they would like to change. • The students enjoyed the sense of community, the clubs and societies, the discovery weeks, they appreciated the writing café, the library and its staff, the sense of support, the sense that staff care about their students, and the campus environment in the middle of a city. • Students would like more mental health support, more attention to the implications of discontinuing programmes, more opportunities to bond with course mates. They would prefer a different graduation venue and in some cases better communication. They would like more water fountains on campus. • At the beginning of the year the Students Union surveyed 1800 students. 81% felt they belong at the University, however 50% felt lonely at some time. 80% felt positive , 60% felt it was easy to meet people and socialise. Students noted that jobs were harder to get and at the same time more needed. Student's main priorities were money, accommodation, academic workload and life balance. **Discussed:** • The excellent presentation and video, if the students union team can receive consent this should be sent to the repositioning branding team for use. • The students who live at home, what proportion have caring responsibilities? • Estranged students – these students have no support network at home so that the University takes on this role. • There is a student townhall meeting next week, this is an opportunity for students to raise issues and feedback, there will be a panel from UEG including the VC and the SU president will Chair, it will be the first of its kind at the University but hopefully will become a regular fixture. • There will be another survey at the end of the academic year – and it will be interesting to see the outcomes on loneliness in that in comparison to the beginning of the year. **Actions:** • To send the full student survey results to the Board. • The Student Governors to include data on number of students with caring responsibilities in their next report to Board.	SU SU
25/04/8	**Finance**	
8.1	**P6 Management Accounts (Enc I) (Schedule 1-5 in the Reading Room)** **Noted:** • The University is reporting a solid operating surplus, supported by a strong and stable cash position. • Increased student recruitment remains a challenge for the University.	

	• The University is, unexpectedly, to receive a substantial grant from the OfS for the Centre for Eyecare Excellence (CEE) project in Hepworth House. • A follow up review of space utilisation has shown a small increase in utilisation so the University now sits at the low end of the sectorial average. The project has allowed the University to release EmDeck and close up Cookworthy. However the University needs to continue working towards utilising its buildings more efficiently. **Discussed:** • The impact of the energy price increases on the University. This will mostly affect the 2026-27 budget including secondary impact costs such as inflation costs and increased service costs. • These increases will impact students as well in areas such as food, travel costs and rent.	
25/04/9	**Annual Quality Assurance Report (Enc J)** ***John Curnow to attend for timed business*** **Noted:** • This report is a summary of all the quality assurance activities that took place in 2024-25. • The report addresses many of the OfS conditions of registration. • Non-progression decisions have been steadily declining, which is positive but the University must also ensure it does not allow students through in the early stages who then go on and fail in a later stage. • The new Extenuating Circumstances Policy has been successful with good feedback from both students and staff. The number of students required to withdraw has not increased, which is positive. • Academic integrity is a settled position. There has been an increase in complaints but this does fluctuate year to year. Complaints around changes to graduation venue is a recurring theme. Unfortunately the date the Guildhall is going to be available has now been pushed back even further. **Discussed:** • This report has been to Senate (where there was no discussion raised) and Audit Committee. Audit Committee found this was a challenging issue for a lay group, it was satisfied the report demonstrated the way the University managed quality assurance but felt it also needed external assurance, possibly via internal audit. • The report is scrutinised by UTLQC and UEG and then goes to Senate and Audit Committee so by the time it reaches Senate the questions from academics have often already been raised elsewhere. • Periodic Review reviews schools and partners including international partners, but the number of periodic reviews suggests it will be many years before every school and partner has such a review? There is a five year rolling process for periodic review, which Senate members are already aware of and actions from this feed into the annual review. • The Board was content overall with the tone and coverage of the basic issues, however there are gaps that the Board would like to see filled next time for greater assurance.	

	Actions:
	• To return the Annual Quality Assurance Report to Senate for attention to the specific points below, and for consideration by Senate of its responsibility in providing the Board (through this Report) with assurance of the rigour and effectiveness of procedures within the University to ensure the maintenance of academic standards and the enhancement of academic quality.
	  ○ To review and report detail on the cycle of periodic review of degree programmes presented both within the University and by its partner institutions;
	  ○ To review and report on the effectiveness of actions prompted by student complaints, and by student surveys such as the National Student Survey.
	• To bring the revised Annual Quality Assurance Report to the Board
	
	Discussed:
	• The engagement of Senate members has improved considerably but there is still room for better understanding of their role to provide active oversight.
		DVC ESE
		
		DVC ESE

25/04/10	**NSS Results and PTES Results (Enc K (i) and K (ii)** ***John Curnow to attend for timed business*** **NSS Results** **Noted:** • These are the results from 2025. The next NSS survey is already underway. • Overall the University has recovered its performance which declined in 2020, in 2024 it stabilised and the University has recovered its position in 2025. However, the University would like to be above sector average rather than at average going forward. • A small percentage difference in responses can make a substantial difference to the ranking of the 140 universities. **Discussed:** • How to improve performance – the team will review the NSS data from this month and then in the summer; both of the outcomes will then be reviewed at the next cycle to see if the actions approved impacted on results. • Who pays attention to the report? Data submitted to the OfS feeds into the TEF, and a very poor outcome could have implications for student recruitment. Prospective students can encounter the results through the Guardian University Guide. There is no direct correlation between NSS outcomes and student recruitment; however, weak scores do contribute to poorer league table results, which may adversely impact student perceptions. • The NSS has also highlighted a small cluster of poor performance alarm bells across the University, there will be a positive conversation with the relevant teams covering how to support them and their staff and what changes need to be made to the curriculum.	

	• Certain programmes can score lower due to external factors such as placements and distance of travel. Changes can take years to show in results. **PTES** **Noted:** • There is low uptake of this survey as it is not a national survey therefore there is no sector comparison. • The survey has improved in most areas except in the category of a "sense of belonging". • The PGT survey will become part of TEF in next few years so more comparisons will be available then. • The actions taken after the results are the same process as the NSS results with actions set in the programme and school annual plans. **Discussed:** • The Action Plan process does follow through multiple years until an action is completed. • The whole student experience needs to improve before the results improve and this takes time; the University has put students front and foremost.	
25/04/11	**Gender Pay Gap Report (Enc L)** ***Rachael Nightingale and Chris Bennewith to attend for timed Business*** **Noted:** • The data used in the report is dated – more of a snapshot of the past. • There have been some changes since the last report, the infographics are new but need some further contextual narrative. • The report is submitted to the OfS and published. **Discussed:** • The positions the different genders hold in the University with a majority of female staff in the lower quartile. There seems to be no issue with equal pay but distribution of genders through the quartiles is more challenging. • The task force is currently doing a deep dive to see what actions can be taken, but there is some occupational segregation. **Action:** • To add footnotes and annotations to explain idiosyncrasies and data to the next report. **Discussed:** • The team is not complacent and is developing a positive approach to recruitment, reviewing job adverts for gendered language and the Personal Development Review process. AI is not used for filtering of applicants. • The positions of the genders in the quartiles reflect societal divisions, but HE have a proud record of taking action to counter trends and this must be the objective of the University. **Decision:**	IIHRD

	• Approved the Gender Pay Gap Report**.**	
25/04/12	**Annual Equality Report (Enc M Appendix A)** ***Rachael Nightingale and Chris Bennewith to attend for timed Business*** **Noted:** • There is a new Equality, Diversity and Inclusion plan in train, it will come to the Board once the "People Strand" of the new strategy has been approved. • The new plan is more ambitious. • The infographics do not need to be published but it is best practice across the sector. **Discussed:** • The student gender profile of the University - 61% of students are female, this is skewed by 40% of the student population coming from the Faculty of Health. However, inequalities in certain sectors of groups not attending University must be addressed. • Some schools have a more balanced gender recruitment, and all schools are trying to increase student numbers. **Decision:** • Approved the Annual Equality Report	
25/04/13	**Research Integrity Assurance Statement (R&I) (Enc N Appendix A)** **Noted:** • That the statement is affected by the template form that must be used for submission, but it still needs a review for accuracy before submitting. • Regarding the report on the "Failure to meet legal, ethical and professional obligations" under research misconduct, one case was reported and upheld, should the Board be made aware of the sanction? This may not be appropriate as the small number of cases could lead to the staff member being easily identifiable. • A table showing the sanctions applied to different levels of misconduct may however be appropriate. **Action:** • To review the statement to refine it and for future reports to add information regarding the sanctions applied for different levels or types of misconduct. **Decision:** • Approved the Research Integrity Assurance Statement subject to it being reviewed for consistency.	DVC R&I
25/04/14	**UPSU resolution to update Articles (Enc O Appendix A)** **Noted:** • The Students' Union seeks approvals for two minor amendments to the Articles of Association	

	• To reduce the number of elected Sabbatical Trustees from four to three with regards to quoracy of decision making, whilst retaining overall quoracy of five. • To reduce the required number of full Board meetings from four to three. **Decision:** • Approved the minor changes above to the Students' Union's Articles of Association.	
Starred Items for Information		
25/04/15	**Health and Safety Dashboard (Enc P Appendix A)** **Noted:** • This item was unstarred. **Discussed:** • Changes to OFS definitions of mental health will be discussed at the next Committee. • Fewer working days were lost last summer; there appears to be no underlying reason except for the annual drop in illness and increase in annual leave but it is being monitored. **Decision:** • Approved the Health and Safety dashboard.	
25/04/16	**University Risk Register (Enc Q appendices B-D in reading room)** **Red risks only** • Noted	
25/04/17	**Student Union Accounts (Enc R Appendix A&B)** • Noted	
25/04/18	**Committee Minutes**	
18.1	**Minutes of the Honorary Awards meeting held on 22nd January 2026 Pending final approval from Committee (Enc S Minutes available in reading room)** • Noted	
18.2	**Minutes of the Nominations meeting held on 22nd January** ***Pending final approval from Committee*** **(Enc S Minutes available in reading room)** • Noted	
25/04/19	**Date of Next Meeting** **Thursday 14th May 2026**	

	Thanks were given to Christine Allison for her work on the Board and Audit Committee, this will be her last meeting.	

Matters Arising from the Meeting of 18/03/2026

Minute	Action	By	Deadline
25/04/3.1	**Necessary Redactions** Item 25/03/8 on the Plymouth Science Park will be part redacted as the "update" section is commercially sensitive	Clerk	ASAP
25/04/6	**Vice-Chancellors Report** To send relevant links to Governors for reading on Freedom of Speech.	VC	ASAP
	To add research income information and trends to the VC report.	VC	July Meeting
25/04/7	**Students' Union, Sabbatical Officers Update** To send the full student survey results to the Board.	SU	ASAP
	The Student Governors to include data on number of students with caring responsibilities in their next report to Board.	SU	July Meeting
25/04/9	To return the Annual Quality Assurance Report to Senate for attention to the specific points below, and for consideration by Senate of its responsibility in providing the Board (through this Report) with assurance of the rigour and effectiveness of procedures within the University to ensure the maintenance of academic standards and the enhancement of academic quality. o To review and report detail on the cycle of periodic review of degree programmes presented both within the University and by its partner institutions; o To review and report on the effectiveness of actions prompted by student complaints, and by student surveys such as the National Student Survey.	DVCESE	June Senate
	To bring the revised Annual Quality Assurance Report to the Board	DVCESE	July Board
25/04/11	**Gender Pay Gap Report** To add footnotes and annotations to explain idiosyncrasies and data to the next report.	IIHRD	Next report
25/04/13	**Research Integrity Assurance Statement** To review the statement to refine it and for future reports to add information regarding the sanctions applied for different levels or types of misconduct.	DVCR&I	ASAP/Next Report

Declarations of Interest:

NAME	ORGANISATION	ROLE	INTEREST DISCLOSED	INTEREST CEASED	ORGANISATION DEALS WITH THE UNIVERSITY	FINANCIAL/ NON-FINANCIAL (i.e. is this a paid role)
Professor Simon Gaskell	CVCP Properties PLC (Company number **0302 9225)**	Chair of the Board of Directors	2020		No	Non-financial
	Simpson, Thacher and Bartlett LLP	Daughter as partner	2018		No	Not to SJG
	Hawkins\Brown Architects	Son as partner	2018		No	Not to SJG
	Governing Body of Drapers' Academy (Harold Hill, Essex)	Member	2023		Recently considered, not selected – did not play a role in this decision	Member
	Halpin Partnership	Occasional Informal Advisor	2019			Non-financial
Christine Allison	South West Investment Group South West Business Council Additive Earth	Director/Chair Director NED	2023 2023 2023		No Yes Yes – joint research projects	neither Non-Financial Non-Financial
Kerry Baldwin	Competitiveness Advisory Board	Member				
	British Private Equity and Venture Capital Association Past Chair Groups	Member	2023			
	British Patient Capital – NX Member of Investment Committee – Life science, Future Fund: Breakthrough and Direct investments					
	Royal Academy of Engineering Schott Scale Up Steering	Director				
	IQ Capital Partners and Associated Funds and Companies	Portfolio Director	2023			
	Neurovalens, Risilience, BMLL Technologies, Oxford Space Systems, NuQuantum, CybSafe,	Member				

	MOD, Defence Industrial Joint Council Member MOD Chair, Defence Investors Advisory Committee					
Peter Coulson	Abbott Risk Consulting Ltd	Executive	2024			Financial
Daniel Howlett	Falcon Group	Non-executive Director	2023		No	Financial
	BGF (UK) Limited	Consultant Advisor	2023	Not declared 08/25	No	Financial
	University of Birmingham Dubai Advisory Board	Member	2023	Not decalred 08/25	No	
	United Bank Limited	Independent non-executive director	2024		No	Financial
	Boparan Private Office	Director	2024		No	Financial
	Panmure Liberum LTD	Vice Chair	2024		No	Financial
	United Bank Group	Non-executive Director	2023		No	Financial
Derek Pretty	None					
Richard Davies	Plymouth Freeport	Board Member	May 25			
	Keycities.uk	Board member	May 25			
	Leonardo	Son's employer	May 25			Not for RD
	Plymouth City Council	Wife's employer	Aug 2025			Financial
	Plymouth City Council	Chair of the innovation taskforce				
Adrian Dawson	Plymouth Science Park	Board Member				
Professor Kevin Jones	PSP Ltd (Company No.03157625)	Member of the board	2017		Yes	Non-financial
	Shugenkai	President	2017	Not declared 08/25	Yes	
	Fieldwork Robotics	Member of the board	2021	Not declared 08/25		
	Pulsive		2021		Yes	

	Riskocity UPEL	Member of the board Interim CEO Chair	2023 2021	Not declared 08/25	 Yes	Non-financial Non-financial
James Daybell	Histories of the Unexpected Ltd Nottingham Trent University University Lancaster Exeter School REF 2029 Panel Member UoA 28 President Elect of the Historical Association	Director REF Advisor REF Reviewer Wife's employer Panellist President	 June 2024 June 2024 August 2024 August 2025 May 2026		no No No No No	Financial Non-financial Non-financial Non-financial Non-financial
Dindu Okechukwu	University of Plymouth Students' Union	President			Yes	Financial
Richard Preziosi	Wild Planet Trust	Trustee	2024		Yes – joint MSc	Non-financial
Joshua Frost	University of Plymouth Students' Union	Trustee	July 2025		Yes	Financial
Anna Cohn Orchard	Exeter UNESCO City of Literature	Executive director	July 2025		No	Non-financial
Shane Amaratunga	BMT Group Limited and Affiliated companies Blenheim (Bovey) Management Company Limited	Member of ExCo Director (residents property management company)	August 2025 August 2025		Yes No	Financial Financial
Vanessa French	The Royal Parks The Royal Parks trading company (registered name TBC) Abel & Imray	Employee/Executive committee member Director Employee ('of counsel')	September 2025 September 2025 September 2025			Financial Financial Financial (spouse interested party)
Adrian Dawson	Plymouth Science Park	Director	January 2026			
Louise Parr-Morley	Royal College of Nursing	Audit Committee member	March 2026		Student Members – not directly	Non-Financial

	LHPM Trading Ltd (dormant)	Director	March 2026			Financial