University of Plymouth

Higher Education Corporation

Board of Governors

Minutes of the Meeting of the Board of Governors on Thursday 14th May 2026.

Present

Professor Simon Gaskell (Chair)
Kerry Baldwin (online from 2.45pm)
Peter Coulson (online)
Adrian Dawson
Amanda Fisher
Anna Cohn Orchard
Professor James Daybell
Michael Nithavrianakis
Vanessa French
Shane Amaratunga
Professor Richard Davies
Derek Pretty
Professor Richard Preziosi
Daniel Howlett
Josh Frost
Dindu Okechukwu

In attendance:

Professor Dafydd Moore (Senior Deputy Vice-Chancellor) (SDVC)
Gavin Douglas (University Registrar and Secretary) (URS)
Louise Parr-Morley (Interim Chief Financial Officer) (ICFO)
David Noyes (Observer - Incoming Chair of Board of Governors)
Jackie Hunt (Board Governance Manager) (Clerk)

Item		Action
25/06/01	**Obituaries**	
	The Board acknowledged the death of: Claire Norsworthy, Clinical Skills Tutor in the Faculty of Health who passed away in early May 2026.	
25/06/02	**Membership**	
2.1	**Apologies for Absence** **Noted:** • Kerry Baldwin will join the meeting at 2.45pm online. • The Chair welcomed David Noyes, the incoming Chair of the Board Governors, to the meeting as an observer.	
2.2	**Notification of Items of any other Business** **Noted:** • Item 12.2 on the agenda - Minutes of the Audit Committee of 5th March 2026 was unstarred for discussion.	
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.	
25/06/03	**Minutes**	
3.1	**Minutes of the Meeting held on 18th March 2026 (Enc A)** **Actions:** • 25/04/5.3 – should read "and the *Board* will need to demonstrate the basis on which it derives assurance" not the *University.* • 25/04/06 – should read "*Caution* Countries Framework" not *Country* Countries Framework. • 25/04/09 – should read "to bring the *revised* Annual Quality Report to the Board", not *reviewed*. • 25/04/13 – should read "A very poor outcome could have implications for *student recruitment*", not *fees*. **Decision:** • Approved, with the above changes, as an accurate record of the meeting.	Clerk Clerk Clerk Clerk
3.2	**Minutes of the Meeting held on 19th March 2026 (Enc B)** **Decision:** • Approved as an accurate record of the meeting.	
3.3	**Necessary Redactions** **Noted:** • None	
3.4	**Matters Arising from the Minutes held on 18th and 19th March 2026 (Enc C)** **Noted:** • 25/05/08 The item on the lifecycle of a new programme proposal will come to the July meeting of the Board. • 25/04/07 The Student Governors are working towards gathering the "students with caring responsibilities" data and will send out the full student survey results by the July Board. • 25/04/13 This will be updated by the July Meeting • 25/05/02 This item on the strategic refresh from the meeting on 19th March has been pushed back to the July Meeting. • There will be a report on the CUC plenary session at the next Board as it has not yet taken place.	
25/06/04	**Chair's Reports**	
4.1	**Chair's Remarks and Reports on External Board Activities - Verbal** **Noted:** • A UCAS representative attended a recent meeting of the Southwest University Chairs (organised by CUC) and informed the committee that	

	there was an increase in the numbers of students applying for university at aged 19, rather than 18. They also noted that demand for a university education has plateaued at 41%, whereas it was previously showing slight increases year on year. The Southeast and Southwest had the lowest proportion of applicants who were planning to live at home. • The Chair also attended a CUC webinar around "students as consumers". OfS colleagues talked about students as consumers around the new C6 OfS registration condition - treating students fairly. • The Chair noted that a recent report by the Policy Institute at King's College London explores the comparative position and shared challenges of the European higher education systems, and finds that while funding regimes vary widely across Europe, its universities face many similar issues including a deepening funding crisis and growing political headwinds. • Polly Payne and Ruth Hannant have been announced as the new Chief Executives for the OfS (as a job share). • Over the next month or two, the Chair will undertake individual review meetings with each Board member and will provide feedback to the incoming Chair. **Response to CUC Governance Review 2026 – (Enc D)** **Noted:** • The CUC has drafted a new Governance Code and requested feedback within a very short timeframe. As there was insufficient time to circulate it to the Board, the Chair provided a response on the Board's behalf. • Overall, the draft is well written. Although the requirements on Boards read as quite tough, they are flexible and have raised no immediate concerns. • The Chair asked the CUC for more clarity in the document that all members of the Board are equal in status. There was also mention that the Chair, on occasion, should facilitate a meeting of Independent Board Members without the Executive present to facilitate a full and frank airing of views. It was noted that such discussions should involve all Governors (excluding the VC), as Staff and Student Governors share equal responsibilities on the Board and do not act as delegates of the groups from which they are drawn. **Action:** • To draft a checklist of compliance against the new finalised Code of Governance, as good practice.	URS/Clerk
4.2	**Update from Honorary Awards Committee Chair** **Noted:** • Four nominations were considered and all were approved to go forward. The new addition of a Masters Honorary award has particular implications for honouring individuals who have made a major contribution locally. • The Committee has agreed a pilot trial of inviting University alumni to speak at graduation ceremonies; the alumni invited would be a mixture	

	of people who have recently graduated and are on a successful trajectory in their chosen fields, as well as those more established in their careers**.** **Discussed:** • The direction of travel of the Honorary Awards; is there value in expanding the nominations to people who are more high-profile to attract media coverage? While there is support for taking a broader view of nominations for Honorary degrees, the Committee felt it remains important that nominees demonstrate a clear affinity with higher education. • Have those recipients historically who have been awarded honorary degrees had an affinity to higher education? This requirement may deter nominations of Honorary degrees for high profile recipients, which would have garnered good publicity and attention. Where such an affinity does not already exist, there may be an opportunity to build a relationship with potential nominees prior to making or confirming an award. • It was acknowledged that the University has not yet fully maximised its relationships with honorary award recipients following conferment, and work is underway to strengthen these connections. The Committee has also broadened the criteria to encourage a wider range of nominations. **Actions:** • To refer this issue back to the Honorary Awards Committee for further consideration, particularly regarding the rationale and implications of excluding nominees on the basis that they lack an affinity with higher education. • To invite discussion within the Honorary Awards Committee on whether asking the nominator to attend as an advocate for their nomination would enhance fairness, transparency, and the overall robustness of the decision-making process.	VC/Clerk VC/Clerk
25/06/05	**Vice-Chancellors Report (Enc E)** **Noted:** • The University and the Met Office have partnered on a £5m project on the design and delivery of a training programme for meteorologists. • The University is doing brand repositioning work through Mammoth, a brand consultancy agency, to ensure it offers and better communicates its authentic proposition. • A new Director of People - Vikki Matthews – has been appointed and will start at the University in September. • UEG members have hosted visitors including the Greek ambassador and representatives from Iraq and Lahore Universities. • The announcement of a £50 million Defence Growth Deal to drive defence-related innovation in Plymouth and the wider region has generated considerable momentum and confidence. The University is also leading a regional partnership that has been awarded £20m from the local innovation partnerships fund for the development, testing and deployment of land sea and air autonomous technologies. • City College Plymouth has achieved Defence Technical Excellence College (DTEC) status.	

- The University Leadership Day in March provided momentum on delivering the refreshed strategy with proposals made in priority action areas.
- The first student town hall was well received and will become a biannual event.
- King's College London and Cranfield University have announced their intention to merge.
- The VC has participated in a 360-degree feedback review and has fed the findings back to the UEG.
- The URS has contacted Jewish students and staff via email and arranged face-to-face meetings in response to the recent national concerns regarding antisemitism.
- Student recruitment remains challenging against planned growth. Overall numbers are broadly in line with last year, but international recruitment, in particular, is under pressure. While the University continues to compete, it is operating within an increasingly competitive market, and current forecasts are below the growth target.

Discussed:

- Does the University have capacity to take more students? In some areas places are capped or need placements which are limited. The University is poised to take any additional numbers offered in capped areas. The University has been getting smaller and the decline must be arrested.
- Is there any indication of what proportion of the £50m Defence Growth Fund will be allocated to the University? The institution is expected to receive a share of funding for both marine autonomy and the skills agenda, with business cases due to be submitted at the end of May and considered in June.
- Of the £20m Local Innovation Partnership funds the University is the only higher education institution involved in the project.
- Will the funds from these projects be mostly money in then out or will there be net gains? A mixture of both with the University trying to offset costs wherever possible.
- How was the Student Townhall received by the student body? It was positive, the students were engaged to the extent the meeting overran.
- Actions on antisemitism currently focus on disciplinary measures when incidents occur. However, Judaism remains underrepresented and insufficiently visible within the wider culture. Alongside a clear zero-tolerance approach to antisemitism, there should also be a stronger emphasis on education—creating opportunities to raise awareness and understanding of Judaism among the wider, non-Jewish community.
- The Union of Jewish students is coming to the University to run training for the Executive. The URS is meeting Jewish staff and students and will bring a report to the Board on the concerns they raise and how they can be addressed.
- How can the University create an environment in which antisemitism and Islamophobia are not tolerated? Universities have a responsibility not only to set clear boundaries on unacceptable behaviour, but also to promote education—supporting students to engage responsibly and exercise informed freedom of speech.

	Action: • URS to report back to the Board on the concerns raised by Jewish staff and students and how these concerns are being addressed. **Noted:** • Human Resources are reviewing the skills set of the UEG to see if there are any additional skills that would benefit the University that are not in place. • The implications of the High Court overturning the OfS decision to fine the University of Sussex due to a breach of free speech and governance. OfS were criticised by the Court for setting out to find fault rather than approaching the investigation with an open mind.	URS
25/06/06	**Students' Union** **Sabbatical Officers Update (Enc F)** **Noted:** • This is the last report from the two current student Governors. • The University of Plymouth Summer Ball is taking place soon – it is the biggest in the Southwest. • The nominations have closed for the Student Union Officer for the Faculty of Health, and the winner will be announced by the end of June. • The two Student Governors will come back at graduation to give the speeches. • A video was played of students feeding back on the Students' Union, what it achieves and its effects on students: ○ The Students' Union offers something unique to a diverse group of students ○ It champions students' voices ○ It facilitates sports groups and societies ○ It promotes unity and community and students feel supported every step of the way. **Noted:** • The Students' Union team have left the Union in great shape but their successors will still face challenges.	
6.1	**Rethinking the Student Voice – (Enc G – Appendix A in reading room)** *Darcie Jones to attend for timed business* **Introduction:** **Noted:** • Darcie is a former student ambassador and student Governor who produced a report for HEPI on "Rethinking the Student Voice". • Darcie was to focus on her recommendations for this University at the end of her presentation. **Presentation:** **Rethinking student voice – effective student governance**	

- Interviews were conducted with 30 people including Student Governors, Higher Education staff, Student Union Chief Executives and Chairs of Boards.
- The report centred on barriers for student governors. There were three key themes:
- Recruitment and induction
  - The three different types of recruitment – interviews/elections/recruitment - for existing Sabbatical Officers offered different positives and negatives, none were all positive.
- Culture relationships and power
  - Board cultures can be formal, exclusive and hard to navigate for Student Governors with a lack of diversity on the Board leaving them lacking a sense of belonging.
- Voice and influence
  - Students can feel that they are seen as "token students" and have to relive their own experiences to gain credibility with the Board.
  - The Student Governors highly valued external training such as the Advance HE training for Student Governors but this was not tailored to their University. In addition, training was often received in a concentrated period at the beginning of their tenure, a more sustained approach would have been valued.
  - No Student Governors were asked to conduct a skills matrix or mapping exercise on induction, meaning their core strengths and areas for development were not identified.

Recommendations for all universities:

- To use collaborative recruitment methods.
- To bring together a cohesive approach to training including using a skills matrix
- To encourage the use of accessible language.
- To have a student presence on committees.
- To expand diversity of boards.

Recommendations for the University of Plymouth:

- To continue to try to cut back on large board packs and continue the use of accessible language throughout the year.
- To further develop networking opportunities for students such as the speed networking last year and the away day dinner this year.
- To action the use of a skills matrix for Student Governors at the beginning of their tenure to find their strengths and areas of development.

Discussion:

- Where does the University sit as an institution in supporting the student voice? At the mid-level position with effective practice in many areas and some areas to develop.
- There are tensions for Student Governors as full members of the Board, but they are also seen as representing students. Student Governors are the only Governors that make a written report to the Board.
- How can the Governors foster stronger links with students? Become more immersed in the institution. The Board could link Governors with areas of the institution, not especially their areas of expertise, and

	partner them with a student and member of staff from that area and rotate every year to enable them to understand the University and Students better. **Actions**: • To review links between Governors and students such as networking events and links between Governors and areas of the University as a useful way of creating further understanding for Governors. • To consider adding Student Governors to the Board skills review as soon as they commence to determine their strengths and areas of development.	URS URS/Clerk
25/06/07	**Finance**	
7.1	**P8 Management Accounts (Enc H) Schedule 1-5 in the Reading Room)** **Noted:** • The anticipated year end surplus position is a slight improvement to the previous forecast and the approved budget. • The cash balance at year end is forecast to be slightly higher than the November forecast which reflects the increase in the forecast surplus. • The new forecast for capital expenditure has increased marginally but is still a slight reduction compared with the original budget. • There have been minor amendments to the budget including an increase in tuition fees, an additional OfS grant, additional income from the Met Office project and an additional PDSE surplus. • There has been little change in p9 cash forecast, and the University comfortably exceeds the University's 60-day liquidity requirement. **Discussed:** • Table 4 and the variance to forecast for staff, what is the detail behind this? What other actions is the University taking in addition to the freeze in staff recruitment? There have been vacancy freezes, also there is usually certain level of churn as staff move on. However, the churn has been reduced after the redundancies last year. • Whether the 60-day liquidity was based on the group or University's forecast cash balance? This is based on the consolidated group cash balance but the University on its own is taken into account also in the slides. • Does the University need as much cash liquidity? The OfS requirement is 30 days, but the University's policy is 60 days? Cash balance can quite often come down to timing and is at its lowest in December, and during times of capital projects. It would not be prudent to go below 60 days. • Table 3 which reports an improved "surplus" on research projects. This will be because either more research projects came in or using existing staff gave the University a positive return. This should be called a cost recovery not a surplus. • The July report will be important with the 5-year forecast and period 10 accounts in addition to further student data being released in June. • There has been a huge amount of work by the team to increase a small surplus, whilst 50% of other Universities are reported to be predicting a deficit. However, the surplus remains marginal, and the redundancies implemented last year continue to be justified.	

	Action: • To review the terminology of Table 3 for clarity	ICFO
25/06/08	**Update on Strategic Implementation Plan AY 2025/26 (Enc I)** **Noted:** • This report maps back to the 2025/26 strategic implementation plan agreed by the Board last July, brought to this Board to free up time at the July meeting for the new strategy. • It provides assurance that the plan has been delivered and indicates evidence of early impact where genuinely available. • This does not discuss the strategy reset and new implementation plan, which will be coming to Finance Committee in June and Board in July, however it is possible to see continuity between these actions and the focus of the reset strategy in terms of education and research. • The University's consistent ability to pivot in its strategic planning and delivery has impressed the new Vice-Chancellor. **Discussed:** • The relationship between actions and their impact and when it would be possible to see further/more definitive evidence that these actions had been the right ones and had the desired effect. • Lag times in impact assessment due to annualised recruitment cycles and reporting of metrics such as National Student Survey (NSS) and Graduate Outcomes (GO). • KPI performance reported on the agreed cycle of updates to Board is predominantly reporting impact of plans delivered in the previous 2-5 years rather than the in-year plan. • Whether it would be useful for the 2026/27 Strategic Plan to include an indication of impact timeline for reference. • Welcomed progress on Transnational Education (TNE) partnerships and would further welcome additional information on current and future projected student numbers in this area of activity. • The real focus should be on the future. **Actions:** • To include an indication of when benefits of action would be felt in future iterations of Strategic Implementation Plan. • To add relevant papers indicating the volumes and trajectories of TNE partner student numbers to the Reading Room ahead of the next Board meeting. • To send out the relevant papers on the 2026/27 strategic plan as soon as possible after review at Finance Committee to give Board maximum time to consider in advance of its July meeting.	SDVC SDVC SDVC/Clerk
25/06/09	**Faculty Operations Opportunities and Challenges** *Chris Fogwill attended for this item* **Noted:** • There are three schools in the Faculty of Science and Engineering: o School of Biological and Marine Sciences o School of Engineering, Computing and Mathematics o School of Geography, Earth and Environmental Sciences	

	• The faculty has a large portfolio which takes a lot of diverse people to deliver.
	• The activities in each school are quite different; across the schools the faculty specialises in six areas:
	  ○ Coastal systems and marine processes
	  ○ Maritime technology and cyber security
	  ○ Marine Biology and conservation
	  ○ Sustainable and productive systems
	  ○ Renewable and low carbon energy
	  ○ Environmental risk and intelligence
	• Student numbers and research income have increased in the FoSE this year but over the last six years there has been an 18% decrease in student numbers and a 10% decrease in staff numbers, with a 22% increase in costs and a 22% increase in research income which in itself comes with a cost. There is a plateauing student population with a simultaneous rise in costs.
	
	Discussed:
	• What would be the optimum ratio of students to staff? It is difficult to determine precisely due to changing costs, but a moderate increase in student numbers would likely create a better-balanced position compared with the current level.
	• The faculty has experienced a decline in international student numbers, a trend that is not seen across the wider sector. Traditionally higher-tariff institutions are lowering their entry requirements, and institutions outside the global top tier may be less attractive to applicants from certain countries.
	• Team Plymouth is a huge opportunity for the Faculty and the University.
	• Regarding the Kings College London and Cranfield University partnership, would there be any potential partnerships that the University of Plymouth would benefit from? The University is not expert at everything, and potential partnerships could be explored.	

25/06/10	**Annual Sustainability Report (Enc J – Appendix A)** *Chris Fogwill attended for this item* **Noted:** • This report is not required but is good practice for the University. It does support a larger report which is submitted when applying for accreditation. • The University has had some substantial successes and the progress made is key and exciting. • The University is leading amongst higher education establishments in the transition to certified carbon neutrality – which means increasing energy resilience and saving money. • Sustainability remains a priority and the University leads from the front as part of a long-term commitment; it is the only certified carbon neutral University. **Discussed:** • How effectively is the University promoting its status as the only certified carbon neutral institution? There was initially a strong emphasis on	

	sustainability in marketing; however, student interest appears to have declined over time. Nevertheless, the University continues to take a responsible and forward-thinking approach, which aligns both with its values and long-term financial sustainability. • How is the 12-point climate action plan integrated? Estates are responsible for areas such as water and energy. The rest are picked up across the University through the sub-committee. • Are the Key Performance Indicators (KPIs) sufficiently resourced? The team would like them to be further resourced as they are challenging to maintain but the team are managing to do so currently. • Is there a business opportunity here for University? Yes, the University has implemented programmes on net zero. **Action:** • To review the references in the report and proofread.	EDFoSE
Starred Items for Information		
25/06/11	**Health and Safety Dashboard (Enc K- Appendix A)** • Noted	
25/06/12	**Committee Minutes (Enc L (I-v) Minutes available in reading room)** **Noted:** • Item 25/06/12.2 was unstarred for discussion.	
12.1	**Minutes of the Finance Committee held on 4th March 2026** • Noted	
12.2	**Minutes of the Audit Committee held on 5th March 2026** **Discussed:** • The minutes reference a number of outstanding and overdue Internal Audit actions—does the Committee have sufficient oversight of this? There has been a challenging period in managing these actions, which has been discussed at UEG. In some cases, original timescales proved to be overly optimistic, and progress is currently measured against those initial deadlines rather than revised ones. The Committee has therefore requested visibility of both original and updated timelines. While delays have occurred, there are sound and justifiable reasons underpinning them. • The Director of Finance is now focused on the outstanding actions, and the newer deadlines are being met, it is the block of older actions that are affecting the data. • The Chair of Audit is meeting with the URS this summer to discuss whether the Audit Committee needs to increase the duration or number of Audit committees as the workload is increasing, partly down to the expanding OfS conditions of registration.	
12.3	**Minutes of the Honorary Awards Committee held on 12th March 2026** • Noted	
12.4	**Minutes of the Health, Safety and Wellbeing Committee held on 12th March 2026** • Noted	

12.5	**Minutes of the Nominations Committee held on 18th March 2026** • Noted	
25/06/13	**Date of Next Meeting** **Thursday 9th July 2026** **Noted:** • Thanks were given to the two student Governors, Dindu Okechukwu and Josh Frost and best wishes for the future.	

Matters Arising from the Meeting of 14th May 2026

Minute	Action	By	Deadline
25/06/03	**Minutes of the Meeting held on 18th March 2026 (Enc A)** 25/04/5.3 – should read "and the Board will need to demonstrate the basis on which it derives assurance" not the University.	Clerk	ASAP
	25/04/06 – should read "Caution Countries Framework" not Country Countries Framework.	Clerk	ASAP
	25/04/09 – should read "to bring the revised Annual Quality Report to the Board", not reviewed.	Clerk	ASAP
	25/04/13 – should read "A very poor outcome could have implications for student recruitment", not fees	Clerk	ASAP
25/06/04	**Chair's Remarks and Reports on External Board Activities - Verbal** To draft a checklist of compliance against the new finalised Code of Governance, as good practice.	URS/Clerk	October 2026 Meeting
25/06/04.2	Update from Honorary Awards Committee Chair To refer this issue back to the Honorary Awards Committee for further consideration, particularly regarding the rationale and implications of excluding nominees on the basis that they lack an affinity with higher education.	VC/Clerk	September HAC Meeting
	To invite discussion within the Honorary Awards Committee on whether asking the nominator to attend as an advocate for their nomination would enhance fairness, transparency, and the overall robustness of the decision-making process.	VC/Clerk	September HAC Meeting
25/06/05	**Vice-Chancellors Report (Enc E)** To report back to the Board on the concerns raised by Jewish staff and students and how these concerns are being addressed.	URS	July Meeting
25/06/06.1	**Rethinking the Student Voice – (Enc G – Appendix A in reading room)** To review links between Governors and students such as networking events and links between Governors and areas of the University as a useful way of creating further understanding for Governors.	URS	October Meeting
	To consider Adding Student Governors to the Board skills review as soon as they commence to determine their strengths and areas of development	URS/Clerk	October Meeting

25/06/07	**P8 Management Accounts (Enc H) Schedule 1-5 in the Reading Room)** To review the terminology of Table 3 for clarity.	ICFO	ASAP
25/06/08	**Update on Strategic Implementation Plan AY 2025/26 (Enc I)** To include an indication of when benefits of action would be felt in future iterations of Strategic Implementation Plan.	SDVC	July Meeting
	To add relevant papers indicating the volumes and trajectories of TNE partner student numbers to the Reading Room ahead of the next Board meeting.	SDVC	July Meeting
	To send out the relevant papers on the 2026/27 strategic plan as soon as possible after review at Finance Committee to give Board maximum time to consider in advance.	SDVC/Clerk	Prior to July Meeting
25/06/10	**Annual Sustainability Report (Enc J – Appendix A)** To review the references in the report and proofread.	EDFoSE	ASAP

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 **03029225)**	Chair of the Board of Directors	2020		Yes company owns HQ of Universities UK	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		No	Member
	Halpin Partnership	Occasional Informal Advisor	2019		Recently considered, not selected – did not play a role in this decision	Non-financial
Kerry Baldwin	Competitiveness Advisory Board	Member	2024		No	Non-Financial
	British Private Equity and Venture Capital Association Past Chair Groups	Member	2023	2024	No	Non-Financial
	British Patient Capital – NX Member of Investment Committee – Life science, Future Fund: Breakthrough and Direct investments	Member	2023		No	Financial
	Royal Academy of Engineering Schott Scale Up Steering	Director	2023		Possibly if an applicant, but not so far	Non Financial
	IQ Capital Partners and Associated	Portfolio Director	2023		Possibly if an applicant from Plymouth University, but not so far	Financial
			2025			Financial
		Member			Possibly indirectly when	Non-Financial

	Funds and Companies Neurovalens, Risilience, BMLL Technologies, Oxford Space Systems, NuQuantum, CybSafe, MOD, Defence Industrial Joint Council Member MOD Chair, Defence Investors Advisory Committee Aviva	2024			speaking about Plymouth Growth Deals, but I operate within Nolan Priniciples No	Financial
Peter Coulson	Abbott Risk Consulting Ltd	Executive	2024			Financial
Daniel Howlett	Falcon Group BGF (UK) Limited University of Birmingham Dubai Advisory Board United Bank Limited Boparan Private Office Panmure Liberum LTD United Bank Group	Non-executive Director Consultant Advisor Member Independent non-executive director Director Vice Chair Non-executive Director	2023 2023 2023 2024 2024 2024 2023	Not declared 08/25 Not declared 08/25	No No No No No No No	Financial Financial Financial Financial Financial Financial Financial
Derek Pretty	None					
Richard Davies	Plymouth Freeport Keycities.uk	Board Member Board member	May 25 May 25			

	Leonardo Plymouth City Council Plymouth City Council	Son's employer Wife's employer Chair of the innovation taskforce	May 25 May 25 Aug 2025			Not for RD 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			
Michael Nithavrianakis	Stride Strategy Ltd Enigma Ventures RE LLP King's Trust International TCF (The Citizens Foundation) UK Project Development International OnSiren	Director Director Board Member Consultant Non-Executive Director Director of Corporate Affairs	19/2/2026 01/05/26 01/05/26	No No No No	Personal/Spouse Personal Personal Personal	Yes Yes No Remunerated Position Remunerated Position Remunerated Position
In attendance						
Gavin Douglas	University Technical College, Plymouth	Governor	July 2025		Yes – engages with UoP for outreach recruitment activities	Non-financial
Dafydd Moore	None					
Louise Parr-Morley	Royal College of Nursing LHPM Trading Ltd (dormant)	Audit Committee member Director	March 2026 March 2026		Student Members – not directly	Non-Financial Financial