

University of Plymouth Higher Education Corporation

Board of Governors

Minutes of the Meeting of the Board of Governors on Wednesday 8 November 2017.

Present: Colin Drummond OBE DL (Chair) Bruce Mann CB
 Hamish Anderson Dinah Nichols CB
 Michelle Hanson Sir Keith O’Nions
 Dr Rong Huang Professor Judith Petts CBE
 Kate Jackson Simon Perry
 Lowri Jones Henry Warren
 Professor Kevin Jones Philippa Williams

Secretary: Sonia Burgess, Clerk to the Board **(CB)**

In attendance: Professor Simon Payne (Deputy Vice-Chancellor - International and Planning) **(DVC I&P)**
 Professor Julian Chaudhuri (Deputy Vice-Chancellor - Education and Student Experience) **(DVC ESE)**
 Alastair Matthews (Chief Financial Officer) **(CFO)**
 Gordon Stewart (Registrar and Secretary) **(R&S)**
 David Alder, Chief Marketing Officer **(CMO)** (for items 5 and 7)
 Mel Joyner (Director of Student Services) **(DSS)** (for item 9.7)
 Paul Braund (HSS Faculty Business Manager (for item 10.1)
 Laura Bassett (HSS Finance Business Partner) (for item 10.1)
 Nick Grech-Cini (Head of Capital Development) (for item 10.1)
 Margaret Metcalfe (Executive Administrator to the Board) **(EA)**

Item		Action
17/06/1	<p><u>Obituaries</u> Noted:</p> <ul style="list-style-type: none"> • The death of Aaron Leonard, who was a first year BEng (Hons) Mechanical Engineering student in the Faculty of Science and Engineering. 	
17/06/2	<p><u>Membership</u></p>	
2.1	<p>Apologies for Absence Noted:</p> <ul style="list-style-type: none"> • Apologies received from Barbara Fuller and Professor Jerry Roberts. 	
2.2	<p>Notification of Any Other Business Noted:</p> <ul style="list-style-type: none"> • No notification of any other business. • The Board agreed to unstar the Academic Partnerships Review (item 12) if time allowed; otherwise this would have fuller discussion at the January 30, Board meeting. 	
2.3	<p>Declarations of Interest Noted:</p> <ul style="list-style-type: none"> • The declarations of interest set out in Appendix 2 would apply. 	

	<ul style="list-style-type: none"> No other potential conflicts of interest, relating to matters discussed at the meeting, were identified. 	
2.4	<p>Confidentiality Status of Agenda Items</p> <p>Noted:</p> <ul style="list-style-type: none"> The following items were classified as strictly confidential on the grounds of commercial confidentiality: <ul style="list-style-type: none"> Vice-Chancellor's Report (item 5) Annual Fundraising Report (item 7) HEFCE Annual Accountability Returns (items 9.1-9.7) Capital Projects (item 10.1) Governance (items 11.1 – 11.2) Annual Renewal of HSBC Facility Letter (item 12) Academic Partnerships Review (item 13) Corporate Strategic Risk Register (item 14) Committee minutes (items 16.2 and 16.4) 	
17/06/3	Minutes	
3.1	<p>Minutes of the Meeting of the Board of Governors held on 4 October 2017 (Enclosure A)</p> <p>Noted:</p> <ul style="list-style-type: none"> Subject to amending Minute 17/05/7, 5th bullet point to 'The <i>Student Governors</i> expressed concern about ...' the minutes were approved as a correct record of the meeting and signed by the Chair. 	EA
3.2	<p>Necessary Redactions</p> <p>Agreed:</p> <ul style="list-style-type: none"> The minutes of the meeting on 4 October 2017 will be published in full. 	EA
3.3	<p>Matters Arising (Enclosure B)</p> <p>Noted:</p> <ul style="list-style-type: none"> The report on various matters arising was noted. New Governor Recruitment (<i>Minute 17/05/2.1</i>): This would be discussed at the Nominations Committee meeting on 12 December. 	
3.4	<p>Decision taken at the Away Day in relation to the Masterplan (Enclosure C) (Confidential)</p> <p>Noted:</p> <ul style="list-style-type: none"> At the Away Day the Board discussed and agreed the University's 10-year Campus Masterplan setting out the University's ambition and strategic direction and positioning. The plan will be governed through established processes. This approval recognises that the University will now commence to build delivery capability, commence detailed planning discussions (including on individual projects), commence discussions with the City planning department, explore supportive funding opportunities and, most importantly, communicate and consult on its plan internally & externally. Individual developments will be subject to approval of specific business cases as required, and taking forward ancillary projects approved in the capital plan as well as continuing stress testing of proposals against strategic vision, and financial sustainability. Stress testing of the financial assumptions in relation to the Masterplan will be reviewed and monitored via the Finance Committee. Further discussion of the University's vision will take place at the next joint Board/UEG Away Day in March 2018. 	

	<ul style="list-style-type: none"> An outline of how the University's vision was developed would be circulated to the Board following the meeting. Any comments on the vision should be sent to the Vice-Chancellor in advance of the March meeting. <p>Agreed:</p> <ul style="list-style-type: none"> The Board noted the agreed discussion and approval of the Estate Masterplan. 	EA
17/06/4	<p>Chair's Remarks</p> <p>Noted:</p> <ul style="list-style-type: none"> The Chair had no items to add to those on the agenda. 	
	<p>Vice-Chancellor's Report (Enclosure D) (Confidential)</p> <p>Noted:</p> <ul style="list-style-type: none"> Consultations on the regulatory framework for higher education: UUK is meeting on 1 December to consider a response. The independent governors will be updated at their meeting on 12 December. TEF year 3: Following the issue of current institutional TEF data, the University is considering whether to make a new submission prior to the 18 January 2018 deadline. HEFCE assurance review: HEFCE's standard five-yearly review (HAR) will take place in the next 6 months. The HAR tests the reliability of the annual assurances. The Chair of the Board and the Chairs of Finance and Audit Committee are interviewed as part of the HAR and will be advised of the date of the review. Student recruitment: The shortfall in undergraduate student numbers is lower than forecast due to a stronger than anticipated performance in clearing and a strong performance in undergraduate international. The recruitment process for next year is underway. National Teaching Fellowship Award: Professor Hisham Khalil has been recognised for his work on 'engaged student learning' at regional, national and international levels and will receive a National Teaching Fellowship Award later this year. The Chair to extend congratulations on behalf of the Board. ERDF Funding Award: Funding awarded for a project that enables industry in the South West to use the University's electron microscopes for research and product development in partnership with academics. Knowledge Transfer Partnership (KTP) awards: Three new Knowledge Transfer Partnerships (KTPs) have been awarded as part of the Materials and Manufacturing Call. BBC Panorama: The Board noted: <ul style="list-style-type: none"> BBC Panorama's notification to the University that it will broadcast a documentary on 13 November that investigates a number of individuals and organisations in relation to alleged malpractice in higher education. The programme will include GSM London, one of the University's partners. The University is the accrediting body for GSM. GSM is responsible for the recruitment of its students and the University sets the admissions criteria. 	Chair

	<ul style="list-style-type: none"> The focus of the Panorama programme will be on the allegations relating to the recruitment of bogus students and fraudulent use of Student Loans. The Board noted the actions taken by the University in response. 	
17/06/6	<p><u>Students' Report (Enclosure D)</u> <i>Presentation by Lowri Jones (UPSU President)</i> Noted:</p> <ul style="list-style-type: none"> UPSU's positive start to the year, with high levels of student engagement despite ongoing issues with the SU building. There was a positive year-end outturn for 2016/17, with income and expenditure surplus slightly higher than predicted. UPSU had a successful external audit and the 2016/17 final accounts were going through the approval process. A rising number of students are contacting the Advice Centre. Top issues, as follows, remain consistent: information and advice regarding Student Finance England, appeals, and benefits. Recent by-elections for part-time Students' Union officers resulted in 13 of the 16 posts being filled. UPSU is undertaking a number of reviews, including an academic representation review to identify best practice and a Sabbatical Officer role review. The current Strategic Plan is approaching the end of its 3 year cycle and the next three-year plan is under development. A new Student Development Manager, supporting student employability, has been appointed. Noting that UPSU is responsible for sports provision, the Board asked about the Sports Strategy's progress. The University has agreed to establish a working group to look at sports strategy with UPSU. The working group will provide a report for UEG consideration. The Audit Committee considered UPSU's financial accounts at its meeting in October. The Board commended UPSU's report and the work detailed in it. 	
17/06/7	<p>Annual Fundraising Report (Enclosure E) (Confidential) <i>David Alder, Chief Marketing Officer, attended for timed business</i> Noted:</p> <ul style="list-style-type: none"> The report provided an update on the University's fundraising activities for 2016/17. The University has appointed a Head of Fundraising. The Board will receive annual reports on progress. 	
17/06/8	<p>Staff Survey Noted:</p> <ul style="list-style-type: none"> The University has received the results of the Staff Survey, which will be shared with staff. The response rate was 58% overall. Headline results: <ul style="list-style-type: none"> - 89% of staff agreed that the University was a good place to work - areas for improvement included: communication and the complexity of approvals 	

	<ul style="list-style-type: none"> • Each Faculty and professional service area will receive a sub-report and Deans and Directors will provide an update via the planning process on actions taken in response to the survey. • Relevant sections of the survey will be used to develop the University's activity in relation to, for example, equality and diversity, and health and safety. • Athena SWAN accreditation requires the University to confirm that the University has carried out a survey of staff but does not specify a method. 	
17/06/9	HEFCE Annual Accountability Returns (Confidential)	
9.1	<p>Annual Consolidated Financial Statements for y/e 31 July 2017 including high level commentary on significant variances from forecast as required by HEFCE (Enclosure G) (Confidential)</p> <p>Noted:</p> <ul style="list-style-type: none"> • UEG, followed by a joint meeting of the Audit and Finance Committees (31.10.17) reviewed the Financial Statements and Letter of Representation to the External Auditors. Finance and Audit Committees recommended the Board approve both subject to specified minor amendments. • The Financial Statements (incorporating the financial review, public benefit statement and corporate governance statement) have been audited and no significant issues identified. • Further minor amendments identified under the Board and Committee membership section of the Statements. • A link to Board members' biographies on the website to be included in the corporate governance statement. <p>Agreed:</p> <ul style="list-style-type: none"> • Subject to the above amendments, the Board approved the University's annual consolidated Financial Statements for the year ending 31 July 2017 for submission to HEFCE, and the External Auditors' Letter of Representation for signature. • The Board thanked the Audit and Finance Committees for reviewing the documents, and the Finance team for the quality of the papers produced. 	<p>CFO/CB</p> <p>CFO</p>
9.2	<p>External Auditors' Highlights Memorandum and Management Letter for y/e 31 July 2017 (Enclosure H) (Confidential)</p> <p>Noted:</p> <ul style="list-style-type: none"> • The External Auditors' Highlights Memorandum and Management Letter formed part of the University's Annual Accountability Return to HEFCE. • The Audit and Finance Committees considered the Memorandum and Letter in detail at their joint meeting (31.10.17) and recommended approval by the Board. • The Board noted that the external auditors had commended the Finance Team on the standard of the accounts. There were no audit adjustments. <p>Agreed</p> <ul style="list-style-type: none"> • The Board approved the External Auditors' Highlights Memorandum and Management Letter for submission to HEFCE. 	CFO
9.3	<p>Annual Financial Statements for the University's wholly owned subsidiaries for y/e 31 July 2017 (Enclosure I) (Confidential)</p>	

	<p>Noted</p> <ul style="list-style-type: none"> • UEG and the joint meeting of the Audit and Finance Committees (31.10.17) reviewed these Financial Statements, which are signed by the Directors of the individual subsidiaries. <p>Agreed:</p> <ul style="list-style-type: none"> • The Board noted the Financial Statements for the University's wholly-owned subsidiaries for the year ended 31 July 2017. 	
9.4	<p>Annual Assurance Return 2016/17 (Enclosure J) (Confidential)</p> <p>Noted:</p> <ul style="list-style-type: none"> • The Annual Assurance Return for the year ended 31 July 2017 formed part of the Annual Accountability Return to be submitted to HEFCE. • The Annual Provider Review (APR) paper supports the Board's assurance that it has fulfilled its responsibilities to discuss a report and is not submitted to HEFCE. The Teaching, Learning and Quality Committee and Senate considered the APR. • Thanks were expressed to colleagues in the University for their support in producing the report. <p>Agreed:</p> <ul style="list-style-type: none"> • The Board approved the Annual Assurance Return for submission to HEFCE. 	CFO
9.5	<p>Annual Audit Committee Report (including the Annual Internal Audit Report) (Enclosure K) (Confidential)</p> <p>Noted:</p> <ul style="list-style-type: none"> • The Audit Committee's Annual Report (together with the Internal Auditors' Annual Report) formed part of the Annual Accountability Return to HEFCE. • The Audit Committee at its meetings on 27 September and 31 October 2017 reviewed and approved the report. • The Audit Committee provided reasonable assurance regarding the adequacy and effectiveness of the University's systems of governance, internal controls, risk management, value for money, data quality and fraud prevention for the year ended 31 July 2017. <p>Agreed:</p> <ul style="list-style-type: none"> • The Board approved the Annual Report of the Audit Committee for submission to HEFCE. 	CFO
9.6	<p>Annual Value for Money Report (Enclosure L) (Confidential)</p> <ul style="list-style-type: none"> • HEFCE requires, through the Memorandum of Assurance and Accountability, that the University demonstrates it is using public funds for proper purposes and achieves value for money from those funds. • Changes in reporting requirements mean that this report will not be submitted to HEFCE. Recent guidance from HEFCE outlined the new requirement for an Annual Efficiency Return, which must be submitted to HEFCE by the end of January. • HEFCE would be carrying out its five-yearly assurance review (HAR) early in 2018. • The Efficiency Return will include the key achievements in the Report and the University will consider how to share and capitalise on these achievements internally. <p>Agreed:</p> <ul style="list-style-type: none"> • The Board noted the Annual Value for Money report. 	CFO
9.7	<p>Annual Prevent Duty Monitoring Report (Enclosure M) (Confidential) <i>Mel Joyner (Director of Student Services) attended for timed business</i></p>	

	<p>Noted:</p> <ul style="list-style-type: none"> The Board has a statutory duty to ensure that due regard is being paid to the Prevent Duty within the University, including approval of the Annual Return which will be submitted to HEFCE by 1 December. The Report summarises the current position and there are no outstanding actions from the previous report. The Board will be updated, as appropriate, on the outcome of an internal review to be carried out. The University is an active member of the Plymouth Prevent Partnership group, alongside Plymouth City Council, and Devon and Cornwall Police. <p>Agreed:</p> <ul style="list-style-type: none"> The Board approved the Prevent Duty Monitoring report for submission to HEFCE. 	R&S
17/06/10	Capital Projects	
10.1	<p>Faculty of Health and Human Sciences Accommodation Business Case (Enclosure N) (Confidential) <i>Paul Braund (Faculty Business Manager), Laura Bassett (HSS Finance Business Partner) and Nick Grech-Cini (Head of Capital Development) attended for timed business</i></p> <p>Noted:</p> <ul style="list-style-type: none"> The future accommodation needs of the Faculty of Health and Human Sciences and the investment proposal for the proposed new building, as reviewed, considered and endorsed by UEG, the Capital Programme Committee (CPC) and the Finance Committee. The Board noted the strategic, economic, financial and management case for the project as outlined and supported by the Finance Committee, following its consideration of the business case. The learning from the Finance Committee's consideration of this project will be used to inform the structure and presentation of future business cases. <p>Agreed:</p> <ul style="list-style-type: none"> The Board approved the business case for new facility 	
17/06/11	Governance	
11.1	<p>Health and Safety Policy (Enclosure O) (Confidential)</p> <p>Noted:</p> <ul style="list-style-type: none"> The policy outlines the University's health and safety management and governance system and the responsibilities, accountabilities and duties for all staff employed by and working on behalf of University of Plymouth. The policy revises and replaces the previous policy and has been approved by UEG and discussed by the Health and Safety Assurance Committee. The policy will be published across the University, via a range of methods, including the Staff Bulletin, team briefings, intranet, extranet and at the Senior Leadership Forum (SLF) and is one feature of the wider health and safety communication plan. The Board's Health and Safety Assurance Committee provides assurance to the Board that the University is complying with statutory and other health and safety requirements and with its own procedures as set out in the policy. 	

	<ul style="list-style-type: none"> The Board suggested a number of drafting amendments to be incorporated into the policy. There will be a standing item on every Board agenda for health and safety. The Board noted that a review of health and safety performance is an annual item in the internal audit plan. <p>Agreed:</p> <ul style="list-style-type: none"> Subject to the amendments, the approved the Health and Safety Policy. The Board to receive health and safety updates at every meeting, and will review the policy annually. 	R&S CB
11.2	<p>Revised Governor Appeals Process (Enclosure P) (Confidential)</p> <p>Noted:</p> <ul style="list-style-type: none"> The proposal to amend the Appeals Process, in line with best practice, so that final appeals against a decision to dismiss are heard by the Vice-Chancellor, or a nominated representative within the University's executive or senior management team. In the case of an appeal brought by a member of the University's executive, the appeal will be heard by a Board member. In the event of an appeal brought by the Vice-Chancellor, the appeal will be heard by the Chair of the Board or an independent Board member. <p>Agreed:</p> <ul style="list-style-type: none"> The Board approved the revised Governors Appeal Process. 	
17/06/12	<p>Annual Renewal of HSBC Facility Letter (Enclosure Q) (Confidential)</p> <p>Noted:</p> <ul style="list-style-type: none"> An updated facilities letter for the HSBC banking arrangements is a consequence of increasing the upper limit for the Letter of Credit facility to meet the requirements of the US Department of Education. The Finance Committee approved the amendment at its meeting on 31 October. <p>Agreed:</p> <ul style="list-style-type: none"> The Board noted the change in the facility letter and approved the letter and Board resolution for signing. 	CFO
17/06/13	<p>Academic Partnerships Review Outcomes and Strategy 2017-2011 (Enclosure R) (Confidential)</p> <p>Noted:</p> <ul style="list-style-type: none"> The Review was carried out in response to the Good Governance Review and it was agreed as a strategic priority at the Board/Executive Away Day in 2016. The report outlined the current position with regard to academic partnerships, together with proposals for a refreshed strategy that aligned to the University's Strategy. <p>Agreed:</p> <ul style="list-style-type: none"> The Board would discuss the Partnership Strategy at its January 2018 meeting. 	DVC (I&P)
17/06/14	<p>Corporate Strategic Risk Register (Enclosure S) (Confidential)</p> <p>Noted.</p>	

17/06/15	<p>Annual Review of the Consolidated Accounts of the Students' Union (Enclosure T)</p> <p>Noted:</p> <ul style="list-style-type: none"> The Articles of Government state that the University has a duty to ensure that the Students' Union operates in a fair and democratic manner and is accountable for its finances. The UPSU President and Chief Executive presented the accounts to the Audit Committee at its meeting on 31 October 2017, where the Committee noted that the accounts helped to demonstrated that UPSU was accountable for its finances. <p>Agreed:</p> <ul style="list-style-type: none"> The Board noted the accounts. 	
17/06/16	<p>Committees Minutes and Reports (Confidential)</p>	
16.1	<p>Report from the Finance Committee meeting held on 31 October 2017</p> <p>Noted:</p> <ul style="list-style-type: none"> The main item for discussion was the business case for the proposed new building for the Faculty of Health and Human Sciences. The Committee discussed sensitivities regarding stress testing of the baseline financial model, and underpinning issues identified at the Away Day for the Estates Masterplan. A schedule of the sensitivities to be modelled was provided to all present. 	
16.2	<p>Draft Minutes of the Audit Committee meeting held on 27 September 2017 (Enclosure T)</p> <p>Noted:</p> <ul style="list-style-type: none"> The Board noted the draft minutes. 	
16.3	<p>Report from the Audit Committee meeting held on 31 October 2017</p> <p>Noted:</p> <ul style="list-style-type: none"> The Audit Committee's discussion and recommendation to extend the external audit contract by two years. <p>Agreed:</p> <ul style="list-style-type: none"> The Board approved the extension of the external audit contract. 	
16.4	<p>Draft Minutes Health and Safety Assurance Committee meeting held on 17 October 2017 (Enclosure U)</p> <p>Noted:</p> <ul style="list-style-type: none"> The Committee considered the Health and Safety Policy. The March meeting of the HSAC will consider health and safety performance reports from each of the Faculties and Estates Directorate. The Board noted the draft minutes. 	
16.5	<p>Report from the Reward and Remuneration Committee meeting held on 8 November 2017</p> <p>Noted:</p> <ul style="list-style-type: none"> The Committee considered whether its membership should include an external member, a student governor member and a staff governor. The Committee agreed that it was not appropriate to appoint an external member to the Committee at this time and that there would be further discussion with regard to the membership of staff and student governors. Consideration was given to proportionate pay policy and it was agreed that a draft policy statement would be considered at a future meeting. 	

	<ul style="list-style-type: none"> The Chair will update independent governors other issues discussed. 	
17/06/17	<p><u>Date of Next Meeting</u> Noted:</p> <ul style="list-style-type: none"> The next meeting would be held on Tuesday 30 January 2018 (1400-1700). <p>Items for January meeting to include:</p> <ul style="list-style-type: none"> Report on Board Evaluation Survey Discussion of Partnership Review/ Strategy Away Day Agenda for March <p>Note: the January Board meeting will be preceded by a tour of the Faculty of Arts and Humanities.</p>	

Appendix 1: Action Plan

Minute		By	Deadline
17/06/3.1	Subject to the minor amendment, the minutes of the Board Meeting on 4 October 2017 to be published in full.	MM	As soon as possible
17/06/5	The Chair of the Board would write to Professor Hisham Khalil to convey the Board's congratulations on his National teaching fellowship award.	Chair	As soon as possible
17/06/9.1	Annual University Financial Statements for the year ending 31 July 2017; Further amendments were required under Board and Committee membership, therefore these would be revised. A link to Board members' Biographies on the website would also be included.	CFO/CB	As soon as possible
	Subject to the above amendments, to upload for submission to HEFCE and to arrange signature of the External Auditors' Letter of Representation.	CFO	1 December 2017
17/06/9.2	External Auditors' Highlights Memorandum and Management Letter for y/e 31 July 2017: To upload for submission to HEFCE.	CFO	1 December 2017
17/06/9.4	Annual Assurance Return: To upload the Return for submission to HEFCE.	CFO	1 December 2017
17/06/9.5	Annual Report of the Audit Committee: To upload the Report for submission to HEFCE.	CFO	1 December 2017
17/06/9.7	Prevent Duty: To upload the Report and accompanying data annex for submission to HEFCE.	DSS	1 December 2017
17/06/11.1	Health and safety policy. The Board would be receive safety updates at every meeting.	R&S	Every meeting
17/06/13	Academic Partnerships Review Outcomes and Strategy 2017-2011: item for discussion at January meeting.	DVC(I&P)	January 2018

Appendix 2: Declarations of Interest

Name	Organisation	Role
Colin Drummond OBE DL	Taunton and Somerset NHS Foundation Trust Calvert Trust, Exmoor (outdoor holidays for people with disabilities)	Chairman (non Exec) Honorary Vice-President

	1610 Society (alumni legacy fund-raising for Wadham College, Oxford) Water Conservation Trust (provision of bursaries for post graduate study in the water and environmental sectors) Deputy Lieutenant of Somerset	President Trustee
Hamish Anderson	Norton Rose Fulbright LLP Nottingham Trent University Law School Advisory Group, Kingston University Le Page Architects Ltd Peninsula Medical Foundation University of Oxford, Commercial Law Centre	Consultant Honorary Professor Member Wife is a director Committee Member (Director) Member
Barbara Fuller	None	
Michelle Hanson	Sodexo Trustee Services Ltd	Trustee and Chair
Dr Rong Huang	Association for Tourism in Higher Education Tianjin University of Commerce Quality Assurance Agency Enterprises	Executive member Guest Professor Associate
Kate Jackson	Trethawle Enterprises Trethawle Renewables Clean Earth Trethawle Turbine Cornwall Care	Partner Director Director Interim HR Director
Professor Kevin Jones	Engineering Council Mayflower Autonomous Ship UTC Plymouth STEM Plymouth PSP UoPEL City, University of London Shugenkai	Trustee Director Governor Chair Member of the board Member of the board Visiting academic President
Lowri Jones	University of Plymouth Students' Union UPSU Trustee Board	President and trustee Chair
Bruce Mann CB	Place Partnership Ltd Emergency Planning College, providing advice and training in crisis management and response. Cornwall Council and STP, on estate matters. Southampton Council and public sector partners, on estate matters	Non-Executive Chair Associate Advisory Advisory
Dinah Nichols CB	The Land Trust South West Lakes Trust	Trustee Trustee
Sir Keith O'Nions	Cambridge Enterprise, University of Cambridge A*Star , Singapore Nanyang Technological University, Singapore KAPSAARC, Saudi Arabia	Chair Trustee Trustee Trustee
Simon Perry	Saveurs Ltd Advisory Board of Arowana International Limited	Director Member

	Richmond Holdings (Jersey) Limited (holding company for Parkdean Resorts).	Director
Professor Judith Petts	Sir Alister Hardy Foundation for Ocean Science BBSRC Heart of the South West LEP Board University of Southampton University of Westminster	Trustee Council member Member Visiting Professor Husband is Vice-Chancellor
Henry Warren	Fluvial Innovations Limited Plymouth Hospitals NHS Trust	Director Non-executive director
Philippa Williams	University of Plymouth Students' Union UPSU Trustee Board	Vice-President and trustee

Confidential Annex

The Board noted: