Plymouth University

Higher Education Corporation
Board of Governors

Minutes of the meeting of the Board of Governors held on Tuesday 21 October 2014.

Present:
James Brent (Chairman elect)   Margaret Schwarz
Sarah Bowman   Dr Mike Sheaff
Duncan Currall   Henry Warren
Professor Terence Lewis   Denis Wilkins

Secretary: Jane Hopkinson, University Secretary (US)

In attendance: Professor David Coslett, Deputy Vice-Chancellor and acting Accountable Officer (DVC/AO)
Vikki Matthews, Director of Talent and Organisational Development (DoTOD)
Professor Ray Playford, Deputy Vice-Chancellor (DVC)
David Beeby, interim Chief Financial Officer (CFO)
John Wright, Chief Information Officer CIO)
Siân Millard, Head of Strategy and Performance (for items 6.2 and 7.1)
Professor Richard Stephenson, Pro Vice-Chancellor Student Experience (for item 3.1)
Shirley Walker, Head of Careers and Employability (for item 3.1)
Professor Simon Payne, Dean of Academic Partnerships (for items 7.2 and 7.3)
Margaret Metcalfe, Executive Administrator

		Action
14/04/1	**<u>Membership</u>**	
1.1	**Chairman's update** **Noted:** • the acting Vice-Chairman took the chair • an excellent working supper which had taken place on the previous evening • the intention to hold monthly Board meetings, with the exception of August and December, with one or more designated as joint Board/VCE development days to focus on strategy • in this context, a proposal to adopt the Combined Code model, with governors meeting independent of the executive two or three times a year and with one meeting in the absence of the Chairman and Vice-Chairman	**US** **US**
1.2	**Apologies for absence** **Noted:** • apologies from Steve Pearce, Stephen Pryor, Dr Ranulf Scarbrough, Richard Skipper and Stephen Tillman	
1.2	**Notification of items of any other business** No notification received.	
1.3	**Declarations of interest** **Noted:**	

		- declarations of interest as set out in Appendix 1 of Enclosure A - no specific conflicts of interest were identified in relation to agenda items: should a conflict become apparent in the course of the meeting, governors were required to raise the issue for consideration by the Board.	
1.4		**Appointment of Vice-Chairman and Senior Independent Governor** **Noted:** - a proposal that the University adopt the private sector/NHS model of appointing a Vice-Chairman and a Senior Independent Governor, to cover the two distinct roles currently attached to the Vice-Chairman - the role of the Vice-Chairman would be to provide appropriate advice and support for the Chairman; take on the role of Acting Chairman if required; and to support the Chairman in the fulfilment of his duties - the Senior Independent Governor (SIG) would lead an annual appraisal of the Chairman's performance; liaise with the Board and the Vice-Chancellor about the Chairman's objectives; meet regularly with governors to listen to their views or concerns; become involved on any exceptional occasions when the Board of Governors had concerns about the performance of the Chairman or the Vice-Chancellor; and be available to any governor should they have concerns which could not adequately be addressed through the normal channels of Chairman, Vice-Chancellor or University Secretary - after consultation with independent governors, the Chairman-elect proposed that the Board agree to nominate Margaret Schwarz as Vice-Chairman - HEFCE had been consulted informally about potential conflict with her current role as Chair of Audit Committee, and HEFCE had advised that while it was not usual, they did recognise the rationale for the proposal *(Secretary's note: regrettably the Hefce Chief Executive has since advised that she does not believe it would be appropriate to combine the two roles, notwithstanding the existence of the SIG)* - Governors were invited to discuss the nominations of a SIG without consultation with the Chairman or Vice-Chairman: while staff and student governors should be involved in discussion, the SIG should be one of the independent governors. **Agreed:** - the separation of roles as proposed - unanimously, to elect Margaret Schwarz as Vice-Chair - governors would consider the nomination of a SIG.	**US** **MS** **All**
1.5		**Chairman of the Board of Governors: objectives** **Noted:** - a tabled paper outlining the objectives for the Chairman-elect: he had discussed these with the acting Accountable Officer and with a number of independent governors - a broad job description for the Chairman's role did exist (see Appendix 1) but the objectives were intended to define more clearly current accountabilities and focus, which would inevitably change with time and context - it was intended that the objectives be published to staff and students, as key stakeholders: the Chairman-elect would also share them at a JCC meeting with the staff unions - the objectives would be revisited once matters concerning the Vice-	

	Chancellor had been resolved and again following the forthcoming governance review • the value of greater understanding of the role of the Board more widely, both within the University and externally • Hefce would be provided with a copy of the paper once agreed • the value of discussing with the Chancellor a similar statement of his role. **Agreed:** • the objectives as proposed.	**US** **Chairman** **US**
14/04/2	**Minutes**		
2.1	**Minutes of the meeting of the Board of Governors held on 8 July 2014 (Enclosure A)** **Agreed:** • the minutes as a correct record, to be signed by the Chairman.	
2.2	**Minutes of the extraordinary meeting of the Board of Governors held on 7 October 2014 (Enclosure B)** **Agreed:** • the minutes as a correct record, to be signed by the Chairman.	
2.2	**Matters arising: (Enclosure C)** **Noted:** • the report was for information • **Banking facilities** *(Minute 14/03/5.2):* following comments from the internal auditors the University had reviewed its policies in this area. Its principal outstanding exposure in terms of foreign currency transactions was in relation to EU research contracts. Given the University's international strategy, and practice in relation to research contacts elsewhere, it was suggested that the policy might benefit from further review. **Agreed** • the Chief Financial Officer would review and report back to the Board.	**CFO**
14/04/3	**Presentation**		
3.1	**Enhancing Graduate Employability at Plymouth University** *Presentation by Professor Richard Stephenson, Pro Vice-Chancellor (Student Experience) and Shirley Walker, Head of Careers and Employability* **Noted:** • employability was a high priority for all HEIs and had been the subject of some concern on the part of the Board • career progression was increasingly cited as a reason for choosing to attend University : 56% of Plymouth students identified it as a key driver • employability and careers would figure highly in the QAA review, scheduled for 2015/16: thirteen precepts focused entirely on these issues • the potential sale of the student loan book could mean that institutions whose students failed to repay their loans (because they had not secured employment at salary levels at which repayments kicked in) could be penalised • employability was not just about subject knowledge, but about the	

- attributes and skills necessary to use that knowledge and be effective in the workplace
- those wider attributes and skills, particularly networking, were less well-developed in students entering university from a non-traditional background. They bridged the gap in subject knowledge extremely effectively but there was a need to address an attainment gap in relation to the softer skills
- the two KPIs relating to employability were: the percentage of full-time first degree leavers going into employment or further study six months after graduation; and the percentage of graduates in 'professional employment' against the sector. Current RAG ratings indicated that Plymouth was not doing as well in these areas as the sector overall and h was some way off its benchmark (set nationally on the basis of subject mix and student demographic, although not location)
- KPIs were reliant on data collected through the Destination of Leavers in Higher Education (DLHE) survey. This had a long lag-time, so improvements would take a while to feed through, but a key focus was on improving response rates (currently 79.6) and reviewing the mechanisms for data entry to ensure categorisation was as accurate as possible
- the DLHE included EU but not overseas students
- universities were required to include all eligible students irrespective of programme of study
- the drive to raise entry tariffs overall had impacted positively on the data, as had the medical and dental schools, but there was a need to analyse the data in more detail
- the Academic Review had identified some programmes that appeared to be performing poorly and action was being taken in these areas
- employment prospects would be a factor in future 'size and shape' discussions, although the Board acknowledged that the benchmarks for different disciplines would be different
- faculties were increasingly looking at the potential labour market when developing or reviewing programmes
- the value in reviewing success factors and translating across disciplines: the success of the innovative curriculum in medicine in improving graduate employability demonstrated that effective curriculum planning could produce dramatic changes
- Plymouth's performance on total employability was in the lower quartile of its mission group and lagging behind its aspirational group; in relation to employment in professional/non-professional jobs (classified in accordance with national definitions developed by the Higher Education Statistics Agency (HESA) Plymouth was below the mean for its mission group
- the need to look carefully at the HESA data and learn different lessons from different universities: some achieved good employability data but poor outcomes in terms of professional jobs, while for others the pattern was reversed
- a number of challenges: a depressed labour market, with 6.8% unemployment in the South West and slow growth; increased graduate supply, with 40% of the workforce having a degree; the preponderance of SMEs rather than large employers in the South West; the limited

| | | engagement with the top 100 companies, who recruited 37% of their graduate intake from graduates who had had previous work experience with them; a London-centric labour market, when 78% of Plymouth graduates want to stay in the region; and the University's POLAR/socioeconomic demographic

- Plymouth had a low percentage of students who had any kind of work experience on entry (5%). This had increased to 42% on graduation, and feedback on those students was very positive, but the University needed to extend the opportunities to every programme, given the correlation between placements and permanent employment
- the importance of securing the right kind of work experience to develop students' skills and attributes: Plymouth was reviewing the value of placements within the University in this context
- it was important for the University to build good relationships with potential employers and to increase the attraction of placements by inviting employers and previous years' graduates to talk to current students about how placements helped graduates to find jobs
- the University was working to ensure that placements were integrated into academic delivery from the first point of curriculum design
- several key strategies had been identified:
  - leverage existing partnerships, including alumni relations and GAIN
  - increase penetration rates and target specific student groups
  - RAG-rate individual programmes against sector benchmarks for those disciplines
  - pedagogical alignment and integration with the Curriculum Enhancement (CEP) project, to ensure consistent, timely and relevant input
- in relation to internships, a catalyst internship programme had been launched at the graduation ceremonies, and 500 students had signed up (the numbers were now up to 800). Their data was being analysed and fed through to GAIN as a vehicle to canvass SMEs
- the Santander partnership offer had been extended and the University had committed to funding salary subsidy scholarships
- the appropriateness of internship opportunities was assessed on the basis of student need, skills development, and a focus on graduate level roles: the University maintained contact with the student and the employer to monitor progress
- the Careers and Employability Service was
  - developing earlier contacts with students
  - offering help with writing CV's
  - offering intensive workshop sessions immediately after a student's last assessment
  - mentoring both graduates and their employers, which developed more long-term relationships
  - providing access to a system called Career Navigator, which provided 24 hour online careers support
- the employer development strategy involved leveraging links with alumni, who were encouraged to offer a range of support including careers talks, placement opportunities, work experience, mentoring or workplace visits
- the co-location of careers staff within the faculties was enhancing | |

	integration: currently the extent of student contact with the Careers and Employability Service varied across faculties but links were developing with bottom-up initiatives within programmes and there was a conscious effort to build on existing good practice • the employability metric would inevitably vary across programmes but the consistent focus was about supporting students to consider their future careers, whether in employment or as entrepreneurs or sole traders • the value of higher apprenticeships • the need for realism about the labour market: students now had access to an online tool to assess careers readiness • employability was one of a number of key factors in a balanced scorecard approach • governors were encouraged to help by acting as employability ambassadors, working with the University to help students access their networks, offering placements, and assisting with simulations and presentations and support for Alumni Career Network • the joint Board/Executive Development Day would offer the opportunity to look at the correlation between social inclusion and employability, which required a careful balancing of priorities. **Agreed:** • it would be important to keep this issue on Board agendas to maintain visibility and monitor the success of action plans • thanks to Professor Richard Stephenson and Shirley Walker for a very stimulating presentation.	**All** **Head of Strategy & Performance** **US**
14/04/4	**Report from the Vice-Chancellor's Executive (Enclosure D)**	
4.1	**Noted:** • **General election 2015:** it was expected that HE issues would have a low profile in the run-up to the 2015 elections (although the NUS would probably have a different view) • **Immigration policy and foreign students:** the Labour Party had pledged to take international students out of the net migration target, which would align well with Plymouth's ambitions to increase international student recruitment • **Student Number Control (SNC):** nationally an additional 30,000 places had been available in 2014, but HEFCE reported that only 15,000 of these had been taken up. This did call into question the assumption that there was an ever-increasing pool of potential students. Plymouth was 300 below its SNC target but 320 above its ABB+ target: initial estimates had shown the University having recruited a further 150 students but there had been an unusually high level of students who failed to enrol. The University was trying to identify the reasons for these 'no-shows' • **LGBT students:** Plymouth had been named as one of the top 10% of institutions in the country for the opportunities and support it offered LBGT students, and UPSU was commended for driving this agenda • **UPSU:** was also congratulated for having been highlighted in a recent NUS report as one of the few unions trying to address a prevalent 'lad culture' • **E-book project:** Plymouth had pioneered the largest project in the UK to provide personal electronic copies of core textbooks. This had been	

	recognised in the 2013 Guardian University Award for Teaching Excellence. • **Digital Learning Environment (DLE)**: the significant investment made in the new DLE, which would operate across a range of devices, would impact across all programmes and should improve the experience for both academic staff and students • **Graduation week:** had again been very successful in reputational terms. The team were improving value for money year-on-year and had reduced the overall cost to the University to £100K (compared to £300K in 2013) • **University appointments:** the University had appointed Colin Shipp as Human Resources Director, and David Beeby as Interim Chief Financial Officer • **PUPSMD:** Plymouth University Peninsula School of Dentistry had been recognised as the most popular dental school for student satisfaction according to the National Student Survey • **Secondment:** congratulations were extended to Professor Ray Playford on his 6 months' part-time secondment to Healthcare UK, which was significant both for Professor Playford personally and for the University. Healthcare UK had already agreed to focus a PR video on healthcare training in Plymouth. A temporary promotion would be offered to one of the Pro Vice-Chancellors to provide backfill • **Research Excellence Framework (REF):** the PR team was preparing for announcements about REF outcomes, expected on 18 December • **UAE Ocean:** a 5½ year contract to the value of £5m between Naval Advanced Solutions (NAS) in UAE and UoPEL, working in a consortium established under the CENORE banner. A briefing paper had been presented to Finance Committee, and copies would be circulated to the Board • **Investigation into allegations of harassment:** Simon Cheetham had concluded his enquiry and submitted a report which had been provided to the Vice-Chancellor and Judge Taylor. Confidentiality was being maintained while the University continued to work with the Vice-Chancellor and her legal team about future actions • **Sale of the Student Loan Book:** potential implications of a sale of the Student Loan Book. **Agreed:** • the value of the summary of VCE discussions/decisions.	**US**
14/04/5	**Financial Sustainability**	
5.1	**Financial out turn for 2013/14 and updated forecast for 2014/15 (Enclosure E)** **Noted:** • Finance Committee had received a detailed presentation of the expected out turn for 2013/14 at the September meeting, with an update in October • a continuing squeeze on the operating surplus, which was currently predicted at around £1m. While the Board welcomed the achievement of a small surplus without the need for radical cost-savings, the impact of exceptional items on the cash surplus/deficit was significant • two issues, relating to software licenses and the ongoing matters concerning the Vice-Chancellor, would be kept under review so that the November sign-off would reflect the most accurate estimates at that time • the external audit partner had confirmed that they would make no material	

	adjustments in their report, which would be presented to the Board in November	
	• concerns that new income largely reflected accounting changes or money in/money out contracts. The University was still heavily reliant on student fee income to deliver funds for investment, which was a concern given rising costs and capped fees	
	• the need to stimulate growth in new income remained an issue in 2014/15	
	• some of the accounting changes introduced by the previous interim Chief Financial Officer (CFO) had been reversed to ensure the University was in line with HE accounting standards	
	• a welcome move to an accruals system, with a significant improvement in controls and the intention to present regular management accounts to the Finance Committee	
	• challenges remained for 2014/15. An initial saving had been achieved by phasing vacancies but the key focus would be on process review and benchmarking projects to achieve the further long-term savings required	
	• projected savings in non-staff expenditure (NSE) would be the subject of careful dialogue with Deans and Directors about potential impact	
	• concerns that continuing redundancy programmes were having a negative impact on staff morale	
	• the intention to secure a total of £4m in savings to allow some headroom	
	• a recognition that the University could not secure its financial future by cost-savings alone but would need to secure additional income.	
	• the Board would consider the Financial Statements, together with recommendations from Finance Committee at its meeting on 25 November 2014.	
14/04/6	**Governance**	
6.1	**Draft terms of reference for the review of governance (Enclosure F)** **Noted:**	
	• the Board had been aware that it was facing some governance challenges prior to the emergence of more recent issues	
	• an external review of governance was now in planning, with the intention of creating an exemplar of best practice in the sector	
	• terms of reference had been discussed at Nominations Committee, with input from HEFCE and from the executive	
	• the focus was intended to be on the culture of governance, supported by systems and structures as appropriate, looking not only within HE but also across public and private sectors and internationally	
	• the review would encompass not only corporate governance but also academic and executive governance and the associated information flows and dialogues	
	• the Board's ultimate responsibility for the educational character of the University	
	• the intention to commission an external consultant, making use additionally of a review panel with a range of HE expertise	
	• a suggestion that the terms of reference also encompass the Board's oversight of the structure of management	
	• the importance of defining carefully the terms of reference for the external consultants	

		• the Board would be kept updated on developments. **Agreed:** • to proceed with the review as proposed.	
	6.2	**Recommendations from the Nominations Committee (Enclosure H)** **Noted:** • a summary of the current role of Nominations Committee, and the recommendations put forward following the meeting on 23 September 2014. **Agreed:** • the revised terms of reference for Nominations Committee as proposed • in relation to Employment Committee, that Denis Wilkins be invited to take on the role of designated deputy and that Margaret Schwarz join the Committee as an additional governor member • the extension of Steve Pearce's current term of office to July 2015, in the interests of continuity • a second term of office for Henry Warren, to July 2018 • in light of the need to strengthen the Board with a number of one year co-option, to issue an invitation to the two individuals proposed by the Nominations Committee • to delegate authority to Nominations Committee to make appropriate arrangements in relation to Finance Committee membership.	
14/04/7		**University Strategy and Direction**	
	7.1	**"Where are we now and where do we want to go"** *Presentation by Siân Millard, Head of Strategy and Performance* **Noted:** • a focus on setting the scene for the forthcoming development day and establishing the truth of the University as a baseline for future discussions • universities continued to be faced with a disrupted market place, with the removal of the student number cap, an ongoing focus on research concentration, a forthcoming General Election, concerns about the sustainability of the funding regime, and the increasing importance of the concept of anchor institutions (which did fit well with the University's local and regional role) • issues which needed to be addressed included assumptions about student demand, the need to identify appropriate metrics, the physical and technological infrastructure, institutional sustainability, and 'size and shape' • of the 30,000 additional student places available in 2014, only 15,000 had apparently been taken up: at the same time all of the University's regional competitors had identified a focus on growth in their strategic plans • the University's engagement with MAP and UTC was particularly important in this context, since they could provide an educational pipeline • Plymouth's position in national league tables has been declining since 2011, but improving in international league tables, mainly due to research citations • a review of the University's performance against current KPIs highlighted that the University was not performing as well as would be hoped in most of the KPIs, and the decline in national league tables has had a reputational	

		impact. Although improvements had been made, this was not sufficient to sustain or improve our position against a fast-improving and competitive sector • despite a commitment to widening participation, the University was not in fact meeting its benchmarks in relation to low participation neighbourhoods or lower socio-economic groups (although it was exceeding benchmarks in relation to students with a disability) • international student recruitment was improving but had not yet met target • staff satisfaction ratings had dropped in the most recent staff survey and student satisfaction ratings were not improving sufficiently to maintain league table positioning • in the absence of a delivery plan, it was currently difficult to identify whether the issues focused on strategy or implementation • the next step would be a joint Board/Executive Development Day to discuss and frame key issues and identify how the Board and executive could best work together to create sustainable and impactful change in the context of a marketised environment with increasing student expectations and research concentration, ongoing austerity and political uncertainty • the focus of the day would be on reviewing assumptions, discussing who and what mattered most to the University, and identifying appropriate measures, both quantifiable and qualitative, against which progress could be measured • given the complexity of the base data, it would be important to identify the level of data aggregation which would give the Board an accurate and complete picture: the information necessary in the context of good governance would potentially be different from the level of detail which the executive may need to review • on the academic front, the Teaching, Learning and Quality Committee looked at benchmarks at the programme level and reviewed local action plans • the question of competition vs co-operation was an interesting one: information on competition law would be included in the briefing pack for the Development Day • a common intent across the sector to increase provision in higher margin subjects such as business. **Agreed:** • in the context of who and what matters, governors were invited to identify their top five stakeholders and top five key issues for discussion at the Development Day.	
7.2		**Plymouth University: Strategy for College Based Higher Education** *Professor Simon Payne, PVC and Dean of Academic Partnerships, attended for this item* **Agreed:** • given time constraints, to defer discussion of the strategy to the planned Development Day • Professor Payne would work with the Head of Strategy and Performance to provide appropriate background briefing to set the discussion in context.	**Head of Strategy and Performance & Dean of Academic Partnerships**
7.3		**Internationalisation Strategy and Risk Register (Enclosure I)**	

	Professor Simon Payne, PVC and Dean of Academic Partnerships, attended for this item
	Noted:
	• the University has a strong global profile with a series of strong indicators of world class standing (eg top 300 in the Times Higher Education world rankings, 18th in relation to research citation index measures)
	• an updated Internationalisation Strategy had bene developed with input from an inclusive staff/student working group and from the Academic Partnerships Board, and had been tested in discussion with Deans and at VCE
	• the Strategy had four key themes:
	  - a global student experience (irrespective of location) and global citizen charter
	  - developing the international partnership network, with a focus on a smaller strategically important group
	  - the growth of the international student community at Plymouth
	  - increasing international opportunities for UK students (through eg summer schools and student exchanges)
	• the Risk Register for Academic Partnerships relating to internationalisation was a key consideration
	• the need to define more clearly the respective roles of the Board of governors and of VCE in relation to international developments
	• currently VCE determined whether to refer proposals to the Board, on the basis of an analysis of risks, but the University wished to involve both VCE and the Board in developing a more specific protocol
	• the potential future impact of the overarching strategic review and governance review planned for the Development Day
	• the Board would welcome more specific quantifiable outcomes associated with the Internationalisation Strategy: the Head of Strategy and Performance and PVC and Dean of Academic Partnerships were working on associated KPIs
	• an increase in international student numbers would not impact adversely on home/EU student recruitment: Plymouth's international student population was currently 8/9% of total student numbers, which was well below the UK average. The current target was 12-15% by 2020 which would align with the sector average
	• the University's highly successful community engagement strategy did extend internationally, but this was not well-publicised and could benefit from being made more explicit in the context of developing relationships with other parts of the world.
	
	Agreed:
	• to adopt the University Internationalisation Strategy
	• to establish a joint VCE/Board working party to develop a governance protocol in relation to international developments.
		Dean of Academic Partnerships

14/04/8	**Committee minutes**	
8.1	**Unconfirmed minutes of the extraordinary meeting of the Finance Committee held on 23 September 2014 (Enclosure J)** **Noted.**	
8.2	**Unconfirmed minutes of Finance Committee held on 8 October 2014 (Enclosure**	

	K) **Noted.**	
14/04/9	**Date of next meeting** Tuesday 24 November 2014 at 1000 A joint Board/Executive/academic Deans Development Day is to be arranged for early December – potential dates have been circulated and the date will be confirmed as soon as possible.	**MM**

Appendix 1: Declarations of interest

Name	Organisation	Role
James Brent	Akkeron Group LLP	Chairman and CEO
	Natatomisam Limited; Akkeron Leisure Limited; Oldway Mansion Limited; Akkeron Hotels Group Limited; Akkeron Hotels Limited; Five Directions Limited; HHP Nominee Limited; Forestdale Hotels Limited; Akkeron Hotels (Northern) Limited; Forest and Glen Limited; Akkeron Hotels (Corby) Limited; Akkeron Hotels (Admiral) Limited; Akkeron Hotels Management Limited; Ardsley House Hotel Limited; Cardacliff Hotels Limited; Zoffany Hotels Limited; Parade Hotels (Bath) Limited; Akkeron Hotels (Oxford) Limited; Forest Park Charter and Shipping Co Limited; Southern Counties Hotels (Southampton) Limited	Director " " " " " " " " " "
	Plymouth Argyle Football Club Limited	Chairman
	Saltrock Surfwear Limited	Chairman
	Destination Plymouth Limited	Director
	Royal Devon and Exeter NHS Foundation Trust (Non-Executive)	Chairman
Sarah Bowman	University of Plymouth Students' Union	President and trustee
Duncan Currall	Plymouth Community Healthcare Board	Chair
	Destination Plymouth Limited	Chair
	Plymouth 2020 Local Strategic Partnership	Director
	Plymouth Growth Fund	Director
	Foot Anstey LLP	Non-executive director
	His son is a student at the University	
Professor Terence Lewis	Plymouth Marine Laboratory	Chairman
	Plymouth University Peninsula Medical School Board	Chair
	Plymouth Hospitals NHS Trust	Non-executive director
	Plymouth Heartbeat	President
	Heartswell South West	Honorary Life President
	Consultancy work with hospitals	
	Son qualified at PCMD and works for Ernst and Young	
Steve Pearce	Deputy Lieutenant of Devon	
	Drake Foundation	Vice-Chairman
	Devon and Cornwall Crimestoppers	Member
Stephen Pryor	None	
Dr Ranulf Scarbrough	BT Group PLC	Employee
Margaret Schwarz	Plymouth Hospitals NHS Trust	Deputy Chair
	Cornwall Care	Non-executive director
Dr Mike Sheaff	None	Staff governor
Richard Skipper	None	Student governor

Stephen Tillman	Altitude Real Estate LLP	Managing Partner
	Altitude Property Developments Limited	Director
	Altitude (Arncott) Limited	Director and shareholder
	Argent Projects Nos 2&3 Partnerships	Partner
	Miller Argent Holding Limited:	Director
	Miller Argent (South Wales Limited; Miller Argent (Ffos-y-fran) Limited; Miller Argent (Nominee No 1 Limited)	
	Ffos-y-fran (Commoners) Limited	Director
	SGR (Bicester 2) Limited	Director
	SGR (Farringdon) Limited	Director
Henry Warren	Tamar Science Park Advisory Board	Member
	Plymouth Hospitals NHS Trust	Non-executive director
	J&S Limited	Director
	Fluvial Innovations Limited	Director
	Tradewind Turbines Limited	Director
	WITT Devices	Advisor
Denis Wilkins	Plymouth Hospitals NHS Trust	Non-executive director
	His son is a director of KPMG	