

Plymouth University

Higher Education Corporation Board of Governors

Minutes of the meeting of the Board of Governors held on Tuesday 21 July 2015.

Present: James Brent (Chairman) Steve Pearce
Nick Buckland Dr Ranulf Scarbrough
Professor Mark Cleary Dr Mike Sheaff
Professor David Coslett Stephen Tillman
Duncan Currall Ruth Titmuss
Matthew Dark Henry Warren
Rong Huang Denis Wilkins

Secretary: Jane Hopkinson, University Secretary

In attendance: David Alder, Chief Marketing Officer
David Beeby, Interim Chief Financial Officer
Sarah Jones, Director of Finance
Professor Simon Payne, Interim Deputy Vice-Chancellor

Margaret Metcalfe, Executive Administrator

		Action
15/07/1	<u>Membership</u>	
1.1	Apologies for absence Noted: <ul style="list-style-type: none">Apologies received from Board members: Barbara Fuller, Professor Terence Lewis, Margaret Schwarz and Professor Mary Watkins UEG members: Professor Ray Playford, Professor Richard Stephenson, and John Wright.	
1.2	Welcome new member Noted: <ul style="list-style-type: none">a welcome to Rong Huang, recently elected Academic Board representative.	
1.3	Declarations of interest Noted: <ul style="list-style-type: none">declarations of interest as set out in the Appendix attachedno specific conflicts of interest were identified in relation to matters to be discussed: should a conflict become apparent, it must be identified at that point.	
15/07/2	<u>Minutes</u>	
2.1	Minutes of the meeting of the Board of Governors held on 16 June 2015 (Enclosure A) Agreed: <ul style="list-style-type: none">the minutes were approved as a correct record and signed by the	

	<p>Chairman</p> <ul style="list-style-type: none"> given the agreement to publish Board agendas and minutes, the University Secretary would be working with the University's FOI officer to ensure that any items identified as reserved business fell within the provisions of the legislation governors were asked to notify the University Secretary of any issues they believed should be considered commercial-in-confidence. 	All
2.2	<p>Matters arising: (Enclosure B)</p> <p>Noted:</p> <ul style="list-style-type: none"> the report as presented a query about the PUPSMR research which might be located at Brixham: a response would be provided outwith the meeting the extensive and comprehensive update on Employability. 	RBaggott
15/07/3	<u>Presentation</u>	
3.1	<p>Portfolio Review</p> <p><i>Presentation by Professor Simon Payne</i></p> <p>Noted:</p> <ul style="list-style-type: none"> a reminder of the high level drivers, both internal and external the policy context remained uncertain, and the potential development of a teaching excellence framework linked to the fee cap was a key consideration. The external context also reflected a currently falling demographic and the development of apprenticeships internally, the review was linked with the strategic roadmap identified through the Strategy Implementation Programme, and the need to secure financial sustainability while driving excellence: the outcomes would provide assurance about quality and sustainability of the University's portfolio the review would also facilitate a better understanding of the University, develop a more strategic use of consistent data, and enable transparent decisions about subsidy and investment (or disinvestment) the intention was that regular and ongoing portfolio review at the local level would become business as usual, linked with a rigorous planning process the principles underpinning the Portfolio Review focused on decision-making at the optimum level (School and Faculty) but subject to robust scrutiny and challenge; a common dataset supplemented by local knowledge and informed judgement; and a 'deeper dive' with more detailed scrutiny in relation to the more complex decisions financial analysis was being undertaken at the subject level, and addressed gross and net margins, linked with overall performance quality and sustainability data included applications, enrolments, entry tariffs, competitor data and sector trends, retention rates, NSS outcomes, degree awards, and DLHE (employability) returns, and was benchmarked by quartiles outcomes would inform subsequent reviews of organisational structures and of professional services and space requirements some of the high level data about teaching quality and student satisfaction drawn from the NSS and compared to the sector average had given pause for thought, as did adverse movements in league tables, where the 	

	<p>underpinning metrics were being analysed in detail</p> <ul style="list-style-type: none"> • meetings had been held with all five faculties, and all programmes/subjects had been categorised: <ul style="list-style-type: none"> - Category A – programme in good health - Category B – programme ok with some improvement required - Category C – decision to discontinue from 15/16 entry - Category D – detailed review • detailed reviews were being undertaken for a range of reasons, from a need to check data, through the need to improve quality or financial metrics, or the potential for investment in growth, to an exploration of options for closure • all faculties had some programmes which were subject to detailed review: reviews would focus on analysis of staff and student FTE, fees and fee waivers, direct costs, overheads, space requirements and benchmarking data, as well as opportunities for growth demonstrated by national market intelligence • the University was also developing a mechanism for looking at marginal costs: some central costs would inevitably be impacted by size and shape outcomes but others less so • currently the review had not formally costed space but information on space utilisation was available and more detailed analysis of space costs may form part of the next stage of the review. It was suggested that income generated by square metre may be a useful indicator • the decision had been made to discontinue 33 undergraduate programmes and 17 postgraduate programmes: some would be replaced by new revamped/retitled programmes, particularly in the Business School portfolio, where there were significant changes planned for 2016/17. Some discontinued programmes had no forecast recruitment; in other cases there was a high degree of confidence that students would be able to transfer to other programmes • some programmes where early data appeared to indicate concerns had provided detailed explanations (eg Dentistry, currently in a transitional phase following the introduction of the 5 year programme; Optometry, a new programme whose recruitment had been constrained by the professional body pending graduation of the first cohort) • to date, there was no universal correlation between financial performance and quality: in some cases high levels of financial concern did link with poor quality indicators, but in others high quality programmes nonetheless produced a relatively poor financial return. The issues raised by each of these examples were clearly different • the next steps would be to agree terms of reference for the detailed reviews, monitor progress and model the impact on professional services • UEG was focused on ensuring a consistent approach through the use of common datasets; the leadership of an identified small group; and a systematic approach to decision-making • nothing was to be considered outside the scope of the review because it was regarded as special in some way • potential staffing implications had been considered by the Employment Committee earlier in the month, and in this context the paper attached to the Employment Committee minutes was commended to the Board • the outcomes of the Strategy Implementation Programme, in terms of a 	
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	<p>broad-based portfolio within which the subject-mix may change, were informing the review, which was about refining rather than redefining the University – but decisions would be largely driven by the data</p> <ul style="list-style-type: none"> • given the history of academic and professional services reviews it was perhaps inevitable that there would be some underlying cynicism across the University, but the more collegiate approach, with engagement of Deans from the outset, and the focus on the local level, should set a very different tone • the importance of ensuring that information was shared with staff at an early stage, so that they were able to understand both the context and the process. The University had taken the decision that this should not be a top-down initiative undertaken outwith faculties, so communication should be focused at the local level, but it was important to ensure that local communications were regular and consistent. The presentation would be made available to Deans and Heads of School to facilitate ongoing communication • the Board would be looking for assurance that efforts to improve quality and move subjects into the upper quartiles were having a positive impact • the Board would receive a further update at its meeting on 29 September • congratulations to all those involved on the progress made with what was a very significant piece of work. 	<p>DVC/MM</p> <p>DVC</p>
15/07/4	Finance	
4.1	<p>HEFCE financial forecasts for submission to HEFCE (Enclosure C)</p> <p>Noted:</p> <ul style="list-style-type: none"> • at its last meeting, the Board had asked the Finance Committee to look in more detail at the scenario planning and sensitivities associated with the forecast • the additional information had been considered in some detail by Finance Committee that morning, accompanied by a presentation which would be lodged in the governors’ community • the forecast for 2015/16 an intelligent holding budget, which was the most prudent approach in a highly marketised and competitive environment subject to increased regulation and a projected demographic downturn and with a number of significant unknowns, including the impact of Government savings targets, and taking account also of the potential short term risks associated with the portfolio review • there would be a need to review the budgets, probably in the Autumn term, once the external position, including the allocation of the BIS savings targets, was clearer • the executive were questioned about the statements made in Annex 5, page 3 about research, given that there had been no appointment made to the Pro Vice-Chancellor (Research) post. The Board was assured that caretaking arrangements had been put in place to ensure that oversight of the quality of institutional research and the ability to maximise outcomes was maintained, but remained committed to the appointment of a PVC Research and would re-start the process in the Autumn. • the Board questioned the extent to which the projected savings were achievable. Forecast operational savings for 2015/16 were based on experience in the current session, and there had been a positive response to savings targets from the expanded UEG: the University was therefore 	<p>CFO/US</p> <p>VC</p>

	<p>confident of meeting the forecast</p> <ul style="list-style-type: none"> • more challenging was the need to change the operational shape of the University through the portfolio review in order to achieve longer-term savings. The forecasts included provision for restructuring costs but did not take account either of potential short term impact on income nor longer term savings arising from the portfolio review • confirmation that the potential reduction in OFFA spend did not run counter to the University's Access Agreement • some concern at the potential impact of a relatively significant reduction in staff development spend • the savings targets highlighted were those initially identified and illustrated how the cost reductions could be achieved: the most recent UEG discussion had identified other possibilities which would be explored both institutionally and locally • planned growth in income from international student recruitment would mean that the University matched its benchmark, and was in that sense not over-ambitious, but it was potentially a challenging target when set in the context of government immigration policy . The University had however been growing applications and was working to improve conversion rates. There was also the potential to grow in-country provision, although that would have a differential impact on income • the need to ensure that the University could continue to invest, based on the vision developing through the portfolio review and the campus strategy, both in infrastructure and in the academic core • in addition to savings, there was a need to look more closely at income growth and in this context it would be helpful better to understand the University's capability to enact income generating strategies in the short and medium term. This was a matter which the Chief Marketing Officer had under review, with a view to refocusing current direction • in addition the University was considering the longer-term benefits of lobbying, corraling its regional influence to develop a more effective national voice, following a pilot in the current year. The intention was to target major institutions and individuals – but to do so effectively the University must have a clear picture of what it wanted to develop and be clear that additional income was not intended to support business as usual. <p>Agreed:</p> <ul style="list-style-type: none"> • the forecasts for submission to HEFCE. 	<p>UEG</p> <p>CMO</p> <p>CFO</p>
4.2	<p>Period 10 management accounts (Enclosure D)</p> <p>Noted:</p> <ul style="list-style-type: none"> • the management accounts had been considered in detail by the Finance Committee. 	
15/07/5	<p><u>Governance</u></p>	
5.1	<p>Update on the Governance Improvement Programme (Enclosure E)</p> <p>Noted:</p> <ul style="list-style-type: none"> • the update had been considered by the Governance and Nominations Committee, which had commended the University on the progress made • given resource constraints, outstanding actions were being re-prioritised • it had been agreed at the June meeting that the Governance Improvement 	<p>US</p>

	<p>Programme should be closed in late September, with oversight of outstanding actions transferring to the Governance and Nominations Committee.</p>	US
5.2	<p>Schedule of Delegation (Enclosure F) Noted:</p> <ul style="list-style-type: none"> the Schedule had been considered by the Governance and Nominations Committee the Committee proposed to amend the provision in relation to the Vice-Chancellor's appraisal such that the appraisal would be undertaken by the Chairman individually, but on the basis that he would seek feedback from governors to inform his approach and would report back on (non-confidential) outcomes to the Reward and Remuneration Committee thanks to the University Secretary and colleagues for the considerable work that had gone into producing the Schedule. <p>Agreed:</p> <ul style="list-style-type: none"> the updated Schedule of Delegation, subject to the revision noted above and the addition of a specific reference to Health and Safety. 	US
5.3	<p>Board Committee structures and terms of reference (Enclosure G) Noted:</p> <ul style="list-style-type: none"> the paper had been circulated via email in advance of the meeting, and had also been considered by the Governance and Nominations Committee the Committee had requested the inclusion of specific reference to the role of Board committees in providing scrutiny and constructive challenge committee memberships (and succession planning for Chairs) would be reviewed once new governors had been appointed the paper would be amended to include reference to the agreement that it would be helpful to identify that all governors should be a member of at least one Board committee, and also to make reference to the ability for governors to attend meetings as observers <p>Agreed:</p> <ul style="list-style-type: none"> subject to the revisions mentioned above, the updated Board Committee structures and terms of reference were approved. 	US
5.4	<p>Updated Public Interest Disclosure Policy and Procedure (Whistleblowing) (Enclosure H) Noted:</p> <ul style="list-style-type: none"> the original intention had been to update the Whistleblowing policy with minor revisions, but on reflection and following review of other organisations' policies, a more wide-ranging review had been undertaken the intention was to adopt a more user-friendly and accessible policy the updated version had been considered by Governance and Nominations Committee, which had suggested minor changes which would be incorporated and the policy circulated to the Board for comment the Governance and Nominations Committee had also proposed that the title be amended to Raising Concerns the final version would be presented to the Board in September for approval. 	

<p>15/07/6</p>	<p>University Report to the Board (Enclosure I) Noted:</p> <ul style="list-style-type: none"> • an update on senior appointments: Alastair Matthews had been appointed as Chief Financial Officer and would be starting in post on 2 November. The Interim CFO had agreed to continue in post until mid-October. It had not been possible to appoint a Pro Vice-Chancellor Research, but the post would be re-advertised in the Autumn. The recruitment process for the University Secretary post was in train, and a job description for the Academic Registrar appointment was under development • League tables update: the University had dropped to 87th (from 68th) in the Guardian’s Good University Guide, the lowest ranking in six years. The League Table Committee had undertaken a detailed analysis to identify weaker areas of performance relative to the University’s peer group and the wider sector and would be addressing them as a matter of priority • the report included updates on key areas: • student experience: the University Executive Group (UEG) had approved the request by UPSU to undertake improvement work to The Hive over the summer period, and had also agreed an uplift of 4% in the UPSU annual grant to support the Students’ Union, whose work continued to receive national recognition • international applications were up by 14% from 2012 to 2015, and the University was strengthening relationships in order to promote and develop its international ambitions • the Sustainable Earth Institute was taking shape • work in support of the People Strategy was progressing • a commentary on UK Higher Education Policy and sector trends • the University had performed well in the Destinations of Leavers from Higher Education (DLHE) survey, but given improved performance from the sector overall it remained below the HESA benchmark. 	
<p>15/07/7</p>	<p>Current position in relation to home undergraduate student recruitment (Enclosure J) Noted:</p> <ul style="list-style-type: none"> • a clear analysis of the current position • although the University’s performance was comparable to the position it had been in last year, the recruitment target was some 300 students higher than in 2014 • this had not been helped by the operation of some of the admissions processes through the year, and although the team were working flat-out to improve the position, and making better use of the technology, the very uncertain and unpredictable context for clearing this year made the outcomes impossible to predict • a comprehensive marketing campaign had been developed specifically for Clearing • the financial forecasts had taken account of this unpredictability • work was underway to ensure the University was in a better position for the 2015/16 cycle. 	
<p>15/07/8</p>	<p>Update on senior recruitment Noted:</p>	

	<ul style="list-style-type: none"> • updates on senior appointments included in Minute 15/07/6 • the first set of applications had been received from Perrett Laver, and demonstrated a strong field • the Selection Panel would undertake longlisting on 22 July, after which Perrett Laver would interview longlisted candidates and undertake due diligence over the summer • shortlisting would take place at the end of August • shortlisted candidates would have the opportunity to take part in briefing meetings before final interviews in mid-September. 	
15/07/9	University's learning analytics project, under the HE Academy VC's Strategic Excellence Initiative (Enclosure K) Noted.	
15/07/10	Update on the QAA Higher Education Review (Enclosure L) Noted.	
15/07/11	Progress report on the Teaching, Learning and the Student Experience Strategy 2013-2020 (Enclosure M) Noted.	
15/07/12	<u>Academic Board</u>	
12.1	Minutes of the meeting held on 25 June 2015 (Enclosure N) Noted: <ul style="list-style-type: none"> • one of the main items discussed at what had been a very positive meeting had been the revised designation and terms of reference for Academic Board itself, including its relationship with the Executive and the Board of Governors. There had been overwhelming support for the direction of travel. Some of the comments received in relation to the re-designation as Senate had not been supportive, but the opportunity had been taken for further briefing outwith the meeting, and the general view was positive • Academic Board was now operating as far as possible in line with revised terms of reference • the Academic Board review panel was making steady progress, and it was hoped to be in a position to publish its conclusions by the start of the new academic year, subject to approval on the part of the Board • while recognising that the revised terms of reference for Academic Board would include providing assurance to the Board of Governors on academic quality and standards, the Board formally requested that ACB provide assurance on the quality of the University's academic offer. 	US
15/07/13	HEFCE annual assessment of institutional risk Noted: <ul style="list-style-type: none"> • the HEFCE annual assurance letter had recently been received and copies were tabled • the letter confirmed that the University was not at higher risk, which was the most positive outcome available • the University continued to work with HEFCE to address issues identified: the work of the Executive team in systematically addressing issues was commended. 	

<p>15/07/14</p>	<p>Update on Plymouth Science Park (Enclosure O) Noted:</p> <ul style="list-style-type: none"> • the PSP Board had met on 14 July to pass a special resolution authorising the funding agreement between the PSP and the University and Plymouth City Council • it was anticipated that the facility documents would be signed at or shortly after the Board meeting • the importance of maintaining the original intent, as expressed in the restrictive covenant, in relation to potential tenants • positive feedback about the much improved relationship between the University and the City, in particular the engagement of the Deans • the Board commended the Chief Information Officer for the work he had undertaken in facilitating these outcomes since joining the Board of the Science Park. <p>Agreed:</p> <ul style="list-style-type: none"> • the Chairman be authorised to sign the documents. 	<p>Chairman</p>
<p>15/07/15</p>	<p>Board and Committee dates 2015/16 (Enclosure P) Noted:</p> <ul style="list-style-type: none"> • meeting requests would be circulated 	<p>MM</p>
<p>15/07/16</p>	<p>September Award Ceremonies and 2015 Honorary Doctorates and Honorary Sporting Colours (Enclosure Q) Noted:</p> <ul style="list-style-type: none"> • governors were asked to identify those ceremonies which they were free to attend. 	<p>All</p>
<p>15/07/17</p>	<p><u>Committee minutes</u></p>	
<p>17.1</p>	<p>Oral report from the Governance and Nominations Committee meeting held on 21 July 2015 Noted:</p> <ul style="list-style-type: none"> • the majority of the matters discussed at the meeting had been covered earlier in the agenda • the Committee was keen to implement a formal governors induction and appraisal programme, and had nominated the chair of the Employment Committee to take a particular responsibility for governor development • the intention to introduce a triennial external review of governance • the previous governors' shadowing scheme, which had been designed to give governors a level of insight into student academic life. The Committee had endorsed the initial objectives but wanted to discuss with UPSU the most effective mechanisms for achieving those objectives, with a view to reintroducing a potentially revised scheme once new governors had been appointed • in order to ensure continuity and provide for effective succession planning, the Committee was recommending that the terms of office of the current Chairs of the Employment and Finance Committees (Steve Pearce and Dr Ranulf Scarbrough) be extended by a further year, to July 2016. 	<p>SP US Chairman/US</p>

	<p>Agreed:</p> <ul style="list-style-type: none"> a further one-year extension to the terms of office of both Steve Pearce and Dr Ranulf Scarbrough. 	US
17.2	<p>Oral report from Finance Committee meeting held on 21 July 2015</p> <p>Noted:</p> <ul style="list-style-type: none"> a number of the matters discussed at the meeting had been covered earlier in the agenda there were no other matters which needed to be brought to the attention of the Board in advance of circulation of the Committee minutes with the next Board agenda. 	
17.3	<p>Minutes of the Audit Committee held on 16 June 2015 (Enclosure R)</p> <p>Noted.</p> <ul style="list-style-type: none"> Cashless campus (<i>Minute 15/02/2.2</i>): the tendency to move towards cashless payments more widely. 	
17.4	<p>Minutes of the Governance and Nominations Committee held on 16 June 2015 (Enclosure S)</p> <p>Noted.</p>	
17.5	<p>Minutes of the Employment Committee held on 8 July 2015 (Enclosure T)</p> <p>Noted:</p> <ul style="list-style-type: none"> the Instrument and Articles required that a governors' appeals committee be instituted to hear appeals against dismissal. Currently, membership of these panels required three governors, but this created delays in the system and the Committee was recommending that this should be reduced to two governors it was also recommended that for staff on a probationary period or on fixed term contract, the right of appeal should be to a member of the Executive, rather than to a governors appeal committee HR was prioritising a review of relevant policies with a view to encouraging a 'Stand up, Speak up' culture. <p>Agreed:</p> <ul style="list-style-type: none"> Revisions to the governor appeal process as proposed 	Director of HR
15/07/18	<u>Any other business</u>	
	<p>Thanks to retiring governors</p> <p>Noted:</p> <ul style="list-style-type: none"> Duncan Currall and Professor Terence Lewis would be retiring at the end of July. As Terence had not been able to attend the meeting, the Chairman had taken the opportunity to thank him earlier, but wished to convey formally the Board's appreciation to both Duncan and Terence for their valuable contributions. The Chairman had met them both to seek feedback on their experience on the Board Duncan Currall had enjoyed his time on the Board and working with the University more generally: the University was key to the economic success of the City and the region, and he remained very excited about its future development. 	

15/07/13	<u>Date of next meeting</u> Special meeting on Thursday 25 September re Vice-Chancellor appointment Tuesday 29 September 2015 at 1430	

Appendix: Declarations of interest

Name	Organisation	Role
James Brent	<p>Akkeron Group LLP</p> <p>Natatomisam Limited; Akkeron Leisure Limited; Oldway Mansion Limited; Five Directions Limited; HHP Nominee Limited; Akkeron Hotels Group Limited; Akkeron Hotels Management Limited; Saltrock Surfwear Limited</p> <p>Plymouth Argyle Football Club Limited</p> <p>Royal Devon and Exeter NHS Foundation Trust</p> <p>South West Ticketing Solutions Limited; The Plymouth Pavilions Limited; Resurgam (West End) Limited; Suite Hospitality Limited;</p>	<p>Chairman and CEO</p> <p>Director</p> <p>Chairman</p> <p>Chairman (non Exec)</p> <p>Director</p>
Nick Buckland OBE	<p>Plymouth University</p> <p>Finance Cornwall /Finance South West Theatre Royal Plymouth</p> <p>PA Central Limited Shebbear College First Great Western Ditchen Farm The British Computer Society The Chartered Management Institute The Royal Society of Arts The Institute of Maths & it's Applications The Royal institution The Institute of Directors The Wellcome Trust</p> <p>Cornwall Adult Education Service</p> <p>Careers SW Tempus Leisure Ltd National Trust</p> <p>SuperFast Cornwall - EDT Slough and Eton Business and Enterprise Academy Elected member of the Council for the Institute of Mathematics</p>	<p>Pro Chancellor & Member of Board of Governors, Associate Lecturer, PhD Student</p> <p>Board Member</p> <p>Board Member and Trustee</p> <p>Director and part owner</p> <p>Governor and Trustee</p> <p>Advisory Board member</p> <p>Joint Owner</p> <p>Fellow</p> <p>Fellow</p> <p>Fellow</p> <p>Fellow</p> <p>Member</p> <p>Member</p> <p>Brother in law is Chief Operating Officer</p> <p>Wife works as a Curriculum Manager</p> <p>Board Member</p> <p>Board Member</p> <p>Non-elected member of Council (Governance Community)</p> <p>Chair Steering Group</p> <p>Chair</p> <p>Governor</p> <p>Elected member of the Council</p>

	Cornwall College PCH Dental Ltd Maxxim Consulting Karst PCH CiC	Member of Council Chair Advisor Trustee Board member
Professor Mark Cleary	Management Development Institute of Singapore University of Bradford Commonwealth Scholarship Committee	Honorary Senate Member Emeritus Professor and Member of Court Selection Committee Member
Matthew Dark	University of Plymouth Students' Union UPSU Trustee Board	Vice-President and trustee
Barbara Fuller	None	
Rong Huang	Association for Tourism in Higher Education Tianjin University of Commerce Quality Assurance Agency Enterprises	Executive member Guest Professor Associate
Steve Pearce	Deputy Lieutenant of Devon Drake Foundation Devon and Cornwall Crimestopper Hamoaze House	Vice-Chairman Member Trustee
Dr Ranulf Scarbrough	BT Group PLC	Employee
Margaret Schwarz	None	
Dr Mike Sheaff	brother is employed by the University (Prof Rod Sheaff in the School of Government, faculty of Business) Stoke Damerel Community College (one son is an employee) B&Q (one son is an employee) younger son has been selected by the Green Party to stand for election to Plymouth City Council in Drake Ward (in which the campus is located)	Staff governor
Stephen Tillman	Altitude(Ascot) Limited Altitude Real Estate LLP– name change to ARE (Properties) LLP Altitude Property Developments Limited Altitude (Arncott) Limited Argent Projects Nos 2 Partnerships Argent Projects No.3 Partnerships Miller Argent Holding Limited: Miller Argent (South Wales) Limited Miller Argent (Ffos-y-fran) Limited; Miller Argent (Nominee No 1 Limited) Ffos-y-fran (Commoners) Limited SGR (Bicester 2) Limited SGR (Farringdon) Limited	Director Partner Director Director & shareholder Partner Partner Director Director Director Director Director Director

	Altitude Real Estate Limited ST 2015 Holdings Limited ARE (Binfield) Limited SGR (Bicester 3) Limited SGR (Bicester 4) Limited ARE (Moss End Limited	Director Director Director Director Director
Ruth Titmus	University of Plymouth Students' Union UPSU Trustee Board	President and trustee Chair
Henry Warren	Plymouth Science Park Advisory Board Plymouth Hospitals NHS Trust Fluvial Innovations Limited	Member Non-executive director Director
Professor Mary Watkins	PenCLAHRC (NIHR Peninsula Collaboration for Leadership in Applied Health Research and Care) Plymouth University South Western Ambulance Services NHS Foundation Trust BUPA Medical Advisory Panel Aster Housing Hamoaze House - Plymouth Acorn Academy Cornwall Peninsula Medical Foundation	Chair Emeritus Chair, Healthcare Leadership Non-Executive Director and Senior Independent Director (SID), Member Non-executive Director Chair Chair
Denis Wilkins	Royal College of Surgeons – Faculty Peninsula Medical Foundation Confidential Reporting Programme in Surgery (CORESS) Menheniot Old School Trust PUPSMD Board Son in Law Director at Ernst & Young	Trustee Trustee Trustee Member