

Plymouth University
Higher Education Corporation
Board of Governors

Minutes of the meeting of the Board of Governors held on 24 November 2015.

Present: James Brent (Chairman) Margaret Schwarz
 Professor Mark Cleary Dr Mike Sheaff
 Professor David Coslett Stephen Tillman
 Matthew Dark Ruth Titmuss
 Barbara Fuller Henry Warren
 Rong Huang Professor Mary Watkins
 Steve Pearce Denis Wilkins
 Dr Ranulf Scarbrough

Secretary: Jane Hopkinson, University Secretary

In attendance: Professor Simon Payne, Interim Deputy Vice-Chancellor *(via phone for item 3.1)*
 Professor Richard Stephenson, Interim Deputy Vice-Chancellor
 David Alder, Chief Marketing Officer
 Alastair Matthews, Chief Financial Officer
 Vikki Matthews, Chief Talent Officer
 John Wright, Chief Information Officer
 Matthew Jackson, University Solicitor
 Siân Millard, Head of Strategy and Performance
 Margaret Metcalfe, Executive Administrator to the Board

		Action
15/10/1	<u>Membership</u>	
1.1	Apologies for absence <ul style="list-style-type: none"> • apologies from Nick Buckland • welcome to Alastair Matthews, Matthew Jackson and Siân Millard. 	
1.2	Declarations of interest Noted: <ul style="list-style-type: none"> • declarations of interest as set out in Appendix 1 • Dr Mike Sheaff declared an interest with regard to the item on Portfolio Review. The potential conflict was clearly recognised. However, given the benefit of his insight and a recognition that he would refrain from direct comment on matters directly pertaining to the Sociology programme, it was agreed that it would be valuable for him to take part in the discussion. 	
15/10/2	<u>Minutes</u>	
2.1	Minutes of the meeting of the Board of Governors held on 27 October 2015 (Enclosure B) Noted:	

	<ul style="list-style-type: none"> an updated draft, incorporating a recent proposed revision, would be circulated via email for final approval 	MM
2.2	<p>Necessary redactions</p> <p>Noted:</p> <ul style="list-style-type: none"> subject to approval of the amendment mentioned above, the minutes could be published in full. 	MM
2.3	<p>Matters arising (Enclosure B)</p> <p>Noted:</p> <ul style="list-style-type: none"> Health and Safety Executive (HSE) (Minute 15/09/1.2.1): HSE had confirmed that they would be taking no further action in relation to the lift in the Nancy Astor Building. 	
15/10/03	University Strategy Implementation	
3.1	<p>Portfolio Review (Enclosure C)</p> <p>Noted:</p> <p><i>Presentation by Professor Simon Payne:</i></p> <ul style="list-style-type: none"> the recommendations had been considered by the University Executive Group (UEG) and Academic Board if approved, the outcomes would impact very significantly on particular areas of the University, and the executive had therefore tried to engage with those areas in advance and had asked Academic Board to maintain confidentiality for a short period after the ACB meeting to allow for local conversations with those directly affected. Following this the Academic Board paper and underlying data were released subsequently however the executive had received a significant amount of correspondence and documentation from individuals and discipline groups, suggesting alternative approaches and in some cases questioning the information base. The correspondence received to date and the executive response was included in the Board papers (annexes 5 and 7) it was anticipated that further submissions may be received. While the executive was confident in the data (the quality of which had been very significantly enhanced as a result of the Portfolio Review process), they did wish to have the opportunity to engage with all those making submissions, to ensure that they could review the recommendations should that become necessary. The executive consequently requested that the Board consider the recommendations and give in-principle approval, taking into account an executive commitment to thoroughly review and respond to all submissions and confirm or revise recommendations by 8 December 2015 prior to taking any formal action the Board was formally the decision-making body in relation to the closure of discipline areas or academic restructuring: many of the recommendations related to programme closure, which did not formally require Board approval, but given the consequences of decisions on this scale and the criticality of the Portfolio Review process, the executive considered it appropriate that the Board be asked formally to consider all the recommendations, not only those relating to the academic restructuring of Schools in the Faculty of Business the wish to take decisions before Christmas, in order to reduce the impact on current applicants and provide the maximum time for effective 	

	<p>implementation prior to the next academic year</p> <ul style="list-style-type: none"> • the key drivers underpinning the recommendations were the quality and sustainability of the portfolio in the context of: a highly competitive HE market, the likely introduction of a Teaching Excellence Framework, the University's uncomfortable position in league tables, and the need to improve financial performance • the process had been data-driven and evidence-led • core data had been extracted, and the raw data was included in the Board papers in Annexes 1-3. Both the ACB paper and the raw data were now available to all staff on the intranet • the process had clearly been very thorough and careful, and had been led by faculties rather than from the centre, with the opportunity for Heads of School to represent the views from the staff base built in to the process. However, the Board noted that the Academic Board had not had access to the full data set which was now presented to governors. This had reflected an understandable wish to maintain confidentiality so as to ensure managed communication with staff affected, but had meant that while Academic Board had been encouraged to engage in an open discussion, members had not had the opportunity to challenge the data and evidence base in any depth • those independent governors with HE experience considered that the evidence appeared to support the recommendations, but stressed that it was nonetheless important that the process was seen to be as robust as possible so that the Board could rely on the conclusions of the Academic Board debate without the need to analyse the data on their own account • the newly styled Senate would not be in place until the revised Instrument and Articles had been approved, which was likely to be later in the Spring. While the executive recognised that the engagement of the new Senate might have provided greater assurance to staff, there was a need to take decisions at a sufficiently early stage to minimise the impact on prospective applicants and avoid damaging both their prospects and the University's reputation • the Vice-Chancellor noted that as Chair of Academic Board he had adopted a very much more inclusive style, intended to encourage debate and operating very much in line with the principles underpinning the new Senate. The terms of reference of the new body did not introduce new responsibilities apart from the clarification of the need to provide assurance to the Board. While it was not possible to introduce new structures pending Privy Council approval, it had been possible to introduce a changed culture • some concern that attendance at Academic Board had been limited (<i>Secretary's note: 24 members were present</i>) • the view of UPSU was that the level of uncertainty currently prevailing was itself damaging to students: whatever the decisions taken, there was a need to provide clarity as soon as practicable. If it were possible to obtain the views of students, that would be welcomed • if it was felt that Academic Board should have the opportunity to review all the data, then it would be better to do this at the next scheduled meeting on 16 December given that members would have this date in their diaries. Trying to fix an alternative date at short notice ran the risk that colleagues would be unable to attend due to other commitments and may then 	
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	<p>legitimately feel that they had not had the opportunity to put forward a view</p> <ul style="list-style-type: none"> the Board would be meeting again on 17 December and therefore would be able to consider comments from Academic Board at that meeting. <p>Agreed:</p> <ul style="list-style-type: none"> based on the evidence available, the Board was supportive of the recommendations, and recognised the extensive process of consideration undertaken at Faculty and School level in line with its commitment to ensuring that the decision-making process is robust and comprehensive, the Board requested that Academic Board review the recommendations, having had the opportunity to interrogate the data, at its meeting on 16 December the Board would reconvene in a formal meeting to consider the recommendations and the record of Academic Board's discussion at the beginning of the scheduled Board/UEG awayday on 17 December. 	
3.2	<p>University KPI baseline report (Enclosure D)</p> <p>Noted:</p> <ul style="list-style-type: none"> a very good paper, which provided baseline data in relation to the provisional University Key Performance Indicators (UKPIs) for Strategy 2020 as agreed at the last meeting the report provided information on the University's current position as against sector benchmarks and comparator institutions, and was intended to provide a springboard against which to test provisional targets a recognition that the changing external policy environment and in particular the impact of the Government's Green Paper 'Fulfilling our potential – teaching excellence, social mobility and student choice' may impact on the current UKPIs, and that the incoming Vice-Chancellor would also need to be engaged in the debate further work underway included modelling the inter-relationships of the provisional targets and the potential impact on league table position in achieving them, and reviewing relevant leading/management indicators a number of suggested changes: the inclusion of league table performance by subject area rather than in aggregate; an updated narrative in relation to operating surplus including reference to operating surplus as a percentage of turnover postgraduate students were not currently part of the University KPIs although they would form part of local KPIs in relevant areas once finalised, the UKPIs would inform the action plans associated with the Roadmap. <p>Agreed:</p> <ul style="list-style-type: none"> the KPIs would be reviewed in light of the ongoing work and the developing policy environment, once the new Vice-Chancellor was in post. 	Strategy & Policy team
15/10/4	<u>HEFCE Annual accountability returns</u>	
4.1	Financial Statements	
4.1.1	Consolidated Financial Statements for the University for the year ending 31 July 2015 (Enclosure E)	
	Noted:	

	<ul style="list-style-type: none"> the audited Financial Statements were due to be submitted to HEFCE by 1 December as part of the Annual Accountability Return the commentary was designed to provide an appropriate level of detail to inform consideration of the Financial Statements the Audit and Finance Committees had considered relevant aspects of the Financial Statements at their meetings earlier in the month and appropriate revisions had subsequently been made. The minutes from those meetings formed part of the current agenda. since the Audit Committee meeting, the Chief Financial Officer had met with the external auditors and subsequently one further change had been incorporated to provide greater details with regard to which assets were subject to accelerated depreciation in 2014/15 the need to correct references in the Corporate Governance Statement to charity legislation <p>Agreed:</p> <ul style="list-style-type: none"> the consolidated Financial Statements for the University for the year ending 31 July 2015 for submission to HEFCE going forward, a shorter Corporate Governance statement might be accompanied by statements from the Chairman of the Board and the Chairs of the Audit and Reward and Remuneration Committees, in line with best practice in corporate governance. 	<p>University Solicitor</p> <p>CFO</p> <p>US</p>
4.1.2	<p>External auditors Highlights Memorandum and Management Letter of Representation for the period ending 31 July 2015 (Enclosure F)</p> <p>Noted:</p> <ul style="list-style-type: none"> the external auditors' highlights memorandum was due to be submitted to HEFCE by 1 December as part of the Annual Accountability Return Audit and Finance Committees had considered the report in detail, and minor amendments had been incorporated. <p>Agreed</p> <ul style="list-style-type: none"> the Audit Highlights Memorandum and Management Letter for submission to HEFCE. 	<p>CFO</p>
4.1.3	<p>External auditors' letter of representation (Enclosure G)</p> <p>Noted:</p> <ul style="list-style-type: none"> the letter of representation was provided in connection with the audit of the Group and University financial statements for the year ended 31 July 2015 and specifically requested that the Board confirm that all representations had been made in accordance with the definitions specified in the appendix to the letter the letter of representation had been considered by Finance and Audit Committees. <p>Agreed:</p> <ul style="list-style-type: none"> the external auditors' letter of representation for signature. 	<p>CFO</p>
4.1.4	<p>Financial Statements for the University's wholly owned subsidiary companies for the year ended 31 July 2015.</p> <p>Noted:</p>	

	<ul style="list-style-type: none"> the financial statements were not circulated with the agenda but had been made available via the intranet community <p>Agreed:</p> <ul style="list-style-type: none"> Financial Statements for the University's wholly owned subsidiary companies for the year ended 31 July 2015. 	
4.2	<p>HEFCE Financial Tables for 2015/16 (Enclosure H)</p> <p>Noted:</p> <ul style="list-style-type: none"> as part of the Annual Accountability Return, HEFCE required submission by 1 December of the financial results and tables for 2014/15, with commentary explaining significant movements from the July 2015 submission the full five year forecasts were not required until July 2016. <p>Agreed</p> <ul style="list-style-type: none"> the financial results and tables for 2015 and associated commentary for submission to HEFCE. 	CFO
4.3	<p>Annual Sustainability Statement (Enclosure I)</p> <p>Noted:</p> <ul style="list-style-type: none"> the Annual Sustainability Assessment (ASSUR), although not mandatory, was intended to form part of the Annual Accountability Return, and was an important confirmation that the Board had considered future institutional sustainability in this context, sustainability encompassed more than financial sustainability and this was reflected in the assessment measures which had previously been agreed by the Board. Once the new UKPIs were finalised, the assessment measures would be reviewed to ensure clear alignment between the two. <p>Agreed:</p> <ul style="list-style-type: none"> the Annual Sustainability Statement for submission to HEFCE. 	CFO
4.4	<p>Annual Report of the Audit Committee for the year ended 31 July 2015 (Enclosure J)</p> <p>Noted:</p> <ul style="list-style-type: none"> the annual report formed part of the Annual Accountability Return to HEFCE, and was required to incorporate specific assurance statements: the annual report from the internal auditors, Deloitte, was appended the Committee had taken responsibility for the summary audit opinion, relying not simply on the internal audit opinion but on the range of work which it had undertaken and reviewed over the previous year the opinion confirmed that the Audit Committee could provide reasonable assurance that the University had adequate and effective systems of governance, internal controls, risk management, value for money, data quality assurance and prevention of fraud for the year ended 31 July 2015. <p>Agreed:</p> <ul style="list-style-type: none"> the annual report of the Audit Committee for submission to HEFCE , subject to any feedback to the University Secretary by the end of the 	All CFO

	week.	
4.5	<p>Annual Value for Money report (Enclosure K)</p> <p>Noted:</p> <ul style="list-style-type: none"> the submission of an annual Value for Money (VfM) report was not required formally as part of the HEFCE Annual Accountability Return, but the submission of institutional reports provided HEFCE with a better evidence base for VfM activities in the sector in the discussions with BIS and Treasury ministers VfM was not simply about procurement spend but encompassed a wider review: the report highlighted significant initiatives and projects undertaken in 2014/15 which it was believed provided evidence of an appropriate culture of VfM within the University the report had been reviewed by the Audit Committee, and comments made at the meeting had been incorporated. <p>Agreed:</p> <ul style="list-style-type: none"> the annual Value for Money report for submission to HEFCE. 	CFO
4.6	<p>Annual Assurance return (Enclosure L)</p> <p>Noted:</p> <ul style="list-style-type: none"> the University was required to submit an Annual Assurance Return as part of the Annual Accountability Return to demonstrate that it was compliant with regulatory obligations to HEFCE under the Memorandum of Assurance and Accountability. <p>Agreed:</p> <ul style="list-style-type: none"> the Annual Assurance Return for submission to HEFCE. 	CFO
15/10/5	<u>Governance</u>	
5.1	<p>Appointment of additional signatories to authenticate the use of the University Seal of Corporation (Enclosure N)</p> <p>Noted:</p> <ul style="list-style-type: none"> under the terms of the current Instrument and Articles, any document signed under the Seal of Corporation required authentication by two signatures currently approved signatories were limited to the Chairman/Vice-Chairman and Vice-Chancellor/University Secretary: there was however provision for additional signatories to be authorised either generally or specially by the Board of Governors and given the impending retirement of the University Secretary, it was timely to authorise additional signatories to provide an element of flexibility. <p>Agreed:</p> <ul style="list-style-type: none"> to authorise the Chair of Employment Committee (Steve Pearce) and chair of Audit Committee (Henry Warren) as additional signatories, noting that this was subject to the restrictions set out in the Instrument and Articles. 	
15/10/6	<u>Corporate Risk Register</u>	
6.1	<p>Risk Register update (Enclosure O)</p> <p>Noted:</p>	

	<ul style="list-style-type: none"> the paper provided a summary of the current Corporate Risk Register, with clear identification of where and how assurance was provided to Audit Committee and the Board. It had been discussed in some detail by the Audit Committee two new risks had been included, in light of recent external policy developments, concerning Compliance with Student's Consumer Rights (high risk) and 'Prevent' (moderate risk) in relation to the latter, it was important to note that the focus was on radicalisation in whatever context. The University was required to have appropriate safeguarding arrangements in place, but there was also a specific responsibility on the Board the potential to use trends in student placement numbers as part of the assurance mechanism in relation to graduate employability. <p>Agreed:</p> <ul style="list-style-type: none"> the Board would be provided with a full briefing on the Prevent duty as it impacted on its responsibilities, plus an update on the University's actions, at its February meeting. The Chief Constable, as Prevent Officer for the South West, had offered to contribute to a briefing. 	US/ Chairman/ Director of Student Services
15/10/7	<u>Health and Safety</u>	
7.1	<p>Annual Health and Safety Report (Enclosure P)</p> <p>Noted:</p> <ul style="list-style-type: none"> the report had been considered by the University Executive Group for the coming year, it was intended to focus on areas where there were perceived shortfalls in the implementation of health and safety management clarification was sought as to whether the University complied with the Construction (Design and Management) Regulations which had recently come into force: the Director of Estates and Capital Projects would be asked for clarification for report to the next meeting. 	DoE&CP MM
15/10/8	<u>Matters referred from the Audit Committee</u>	
8.1	<p>Appointment of the internal auditors (Enclosure Q)</p> <p>Noted:</p> <ul style="list-style-type: none"> tender presentations had taken place on 9 November, when four candidates had been invited to give presentations to a selection panel consisting of both management and independent Governors. PriceWaterhouseCoopers had been the panel's unanimously preferred candidates the Chair of the Audit Committee had sought and received positive endorsement from the Board via email, but a formal agreement endorsement was now sought for the record. <p>Agreed:</p> <ul style="list-style-type: none"> to appoint PriceWaterhouseCoopers as the University's internal auditors with effect from January 2016. 	CFO
8.2	<p>Annual review and consolidated accounts of the Students' Union for the year ending 31 July 2015 (Enclosure R)</p> <p>Noted:</p>	

	<ul style="list-style-type: none"> the Students' Union, although formally an independent body, presented its accounts to the Audit Committee and the Board in the context of a review of achievements over the past year the Students' Union expressed appreciation and thanks to the University for its financial support the value of a stronger acknowledgement in the annual review of the ways in which the University and the Union worked in partnership the wide range of activities and support provided by UPSU made a significant difference to the student experience: the achievements of the students themselves, both in sporting terms and in the community, including 18,000 hours of volunteering, were no less commendable congratulations were extended to the Students' Union team on a hugely successful year. 	
15/10/9	Matters referred from the Finance Committee	
9.1	<p>Management accounts for period 2 (Enclosure S)</p> <p>Noted:</p> <ul style="list-style-type: none"> the management accounts had been considered in detail by Finance Committee results for period 2 had shown an overall favourable variance of £1m and this trend had continued into period 3, although there remained a need to improve performance to deliver the planned savings by year-end all but £1.8 m of the £8m savings required had been identified, subject to a final review of impact to ensure that savings did not impact negatively on the student experience the University was also reviewing the level of recurrent savings, which would be important going forward it was too early to finalise the forecasts in relation to exceptional items: potential redundancies were certainly not of that order and the figure may have been overestimated the potential impact of the Comprehensive Spending review could not be estimated at this time tuition fee income by faculty showed that the largest variance was within Arts and Humanities. Savings targets had been related to under-recruitment, so this was partly balanced out as the faculty had identified high levels of savings as part of the current year's 'save to invest' initiative, but it was important that realistic recruitments targets were identified for all faculties going forward. 	
15/10/10	<p>University report to the Board (Enclosure T)</p> <p>Noted:</p> <ul style="list-style-type: none"> recruitment to senior positions: Professor Dafydd Moore had been appointed as interim PVC Research; Mel Joyner had been appointed as Director of Student Services; the appointment of Academic Registrar was on hold pending the arrival of the new Vice-Chancellor enrolment figures: the downturn had been less than anticipated, but the University was reviewing both financial and staffing implications. In the current recruitment cycle, the University was 38% ahead of the previous year in terms of attendance at Open Days. Academic colleagues had been very supportive of the introduction of additional Open Days Connect magazine: the magazine was sent mainly to Alumni and was also 	

	<p>available for staff and a range of key external stakeholders. The next edition would include an interview with the new Vice-Chancellor. Professor Coslett had met with Professor Petts, who had been enthusiastic about her new role and already had a good understanding of the University and its context</p> <ul style="list-style-type: none"> • Estates Strategy: UEG would be discussing the outcomes from the five-facet survey together with estates needs at its awayday on 7 December 2015. Proposals would be put to the Board in the New Year • Curriculum Enrichment Project: anecdotally, induction modules were reported to have been very successful, with positive feedback from students • Website improvements: the website had risen from 257th to 20th in rankings of UK HEI websites, which was a huge improvement • UCAS applications: the agreement that UCAS remove candidates' names from application forms was a move to tackle unconscious bias • Government Green Paper - Fulfilling our Potential: Teaching Excellence, Social Mobility and Student Choice: UEG would be discussing implications at its awayday on 7 December, particularly regarding the Teaching Excellence Framework (TEF). There were concerns that the Government was underplaying the role of universities in the context of research and civic engagement. 	UEG
15/10/11	HR	
11.1	<p>Investors in People accreditation (Enclosure U)</p> <p>Noted:</p> <ul style="list-style-type: none"> • the report on Investors in People (IIP) accreditation had been considered by Employment Committee at its meeting that morning • the Committee had reviewed the potential benefits of IIP and the resource implications of securing accreditation and concluded that while it provided a valuable framework and criteria against which to measure achievement, the University should not focus on accreditation at this stage, given other change priorities. <p>Agreed:</p> <ul style="list-style-type: none"> • to endorse the recommendation of Employment Committee that the University should not go forward with a formal IIP accreditation bid at this point in time. 	
15/10/12	Academic Board	
12.1	<p>Minutes of the meeting held on 14 October 2015 (Enclosure V)</p> <p>Noted.</p>	
15/10/13	Brixham Environmental Laboratories	
13.1	<p>Update on current position (Enclosure W)</p> <p>Noted:</p> <ul style="list-style-type: none"> • the update on the current position in terms of occupation, and future plans for the site • the business case originally approved by the Finance Committee assumed the site would be 50% occupied from 2014/15, with a key anchor tenant occupying 30% of the site, the University 15% and smaller tenants 5%. This had not been achieved, and the position remained uncertain 	

	<ul style="list-style-type: none"> while recognising the constraints imposed by the initial agreement, the Director of Estates and Capital Projects might usefully be asked to undertake a professional assessment of market value. 	UEG
15/10/14	<u>PCMD</u>	
14.1	Update on the current position (Enclosure X) Noted.	
15/10/15	<u>Board Committees</u>	
15.1	<p>Report from the Governance and Nominations Committee meeting held on 24 November 2015</p> <p>Noted:</p> <ul style="list-style-type: none"> the Committee had considered the closing report from the Governance Improvement Programme, and agreed revised timelines and actions thanks to the team for the very good work they had done minor changes to terms of reference and composition of the Board of Governors and its Committees from January 2016 had been considered and approved. Current vacancies should be addressed following the recruitment of new governors, and the updated terms of reference and revised compositions would be presented to the Board in January the process for the appointment of new governors was well underway: interviews would be concluded in early December. The Committee was pleased with the quality of the shortlist, and confident that new appointments would enhance both the skills mix and diversity of the Board the Committee was delighted that Matthew Jackson and Siân Millard had agreed to share delivery of the responsibilities of the University Secretary on an interim basis . <p>Agreed:</p> <ul style="list-style-type: none"> formally to endorse the appointment of new governors via email to delegate authority to the Governance and Nominations Committee for the allocation of Governors to Board sub-committees as appropriate. 	US Gov/Noms
15.2	<p>Report from the Employment Committee meeting held on 24 November 2015</p> <p>Noted:</p> <ul style="list-style-type: none"> on behalf of the Board the Committee had approved revised Capability, Disciplinary, and Grievance Policies and Procedures, with minor revisions the Committee had endorsed the immediate introduction of improvements to the University's Performance Development Review processes in the context of the regular HR update, the Committee had considered the University's commitment to the living wage, and generic job descriptions. 	
15.3	Unconfirmed minutes of the Finance Committee held on 10 November 2015 (Enclosure Y) Noted.	
15.4	Minutes of the Audit Committee meeting held on 13 October 2015 (Enclosure Zi) Noted.	
15.5	Unconfirmed minutes of the Audit Committee meeting held on 10 November	

	2015 (Enclosure Zii) Noted.	
15/10/16	<u>Any other business</u>	
16.1	Exmouth disposal Noted: <ul style="list-style-type: none"> the Vice-Chancellor, Chairman, and Director of Estates and Capital Projects had met with Hugo Swire MP and representatives from Rolle Exmouth Limited (REL). The University had made it clear that the Board would be enthusiastic about making a contribution to a community group, not specifically REL, as a means of allowing the University to discharge its obligations in terms of community benefit, subject to gaining satisfactory planning permission. 	
15/10/17	<u>Date of next meetings</u> Thursday 17 December 0900-1200: formal Board meeting to consider Portfolio Review recommendations; followed by joint Board/UEG interactive discussion about framework/roadmap/KPIs Thursday 28 January 2016, 1430-1730 – formal meeting.	

Appendix 1: 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 Cornwall College</p>	<p>Pro Chancellor & Member of Board of Governors, Associate Lecturer, PhD Student</p> <p>Board Member Board Member and Trustee Director and part owner Governor and Trustee Advisory Board member Joint Owner Fellow Fellow Fellow Fellow Member Member Brother in law is Chief Operating Officer Wife works as a Curriculum Manager Board Member Board Member Non-elected member of Council (Governance Community) Chair Steering Group Chair Governor Elected member of the Council Member of Council</p>

	PCH Dental Ltd Maxxim Consulting Karst PCH CiC	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	Cornish Mutual Insurance	Governance Lead
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 Altitude Real Estate Limited	Director Partner Director Director & shareholder Partner Partner Director Director Director Director Director Director Director Director

	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 Titmuss	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