

**MINUTES OF THE MEETING OF THE CORPORATION BOARD
HELD AT CITY COLLEGE PLYMOUTH, PL1 5QG, ROOM KS301**

| | | | |
|--------------|-------------|--------------|---------|
| DATE: | 7 July 2025 | TIME: | 4.30 pm |
|--------------|-------------|--------------|---------|

| | |
|---------------------------------|--|
| PRESENT | |
| Chair: | Richard Stevens |
| Governors: | Jackie Grubb, Chief Executive/Accounting Officer (Principal) Rebecca Archer (<i>Online</i>) Justine Hardie Sam Peach (<i>Online</i>) Chris Saxby Chaz Talbot Humaira Rahman Holly Whittaker |
| Attendees: | Lorraine Hill, Chief Financial Operations Officer Charlotte Corfield, Interim Executive of Curriculum, Quality and Student Experience Lance Chatfield, Executive of Technical Innovation Paul Fanshawe, Executive of Business Intelligence, Growth and Skills Pauline Hands, Executive of Health, Leisure and Public Services Dawn Ash, Head of Finance |
| Governance Professional: | Laura Sadler, Director of Governance |
| Apologies: | Victoria Pomery Amanda Ratsey Sam Samuel Sam Shattock Martin Boulter Humaira Rahman |

This meeting met its quorum and commenced at 4.30 pm.

| ITEM | | ACTION |
|-----------|---|-------------|
| 1. | WELCOME AND APOLOGIES | |
| 1.1 | The Chair opened the meeting and welcomed those present. A warm welcome was extended to the wider Executive Team. | |
| 1.2 | Apologies were received from Victoria Pomery, Amanda Ratsey, Sam Samuel, Sam Shattock, Martin Boulter and Humaira Rahman. | |
| 2. | DECLARATION OF INTERESTS | |
| 2.1 | Richard Stevens confirmed he had stood down as Chair of Destination Plymouth. | |
| 2.2 | Chris Saxby confirmed he had stood down as Managing Director of CSW Group. | |
| 2.3 | ACTION: DofG to update the Register of Interests. | DofG |
| 2.4 | No new declarations of interest were declared in relation to any item on the agenda. | |

| ITEM | | ACTION |
|-----------|--|--------|
| 3. | CHAIR'S INTRODUCTORY REMARKS AND KEY ITEMS OF BUSINESS FOR THE MEETING | |
| 3.1 | The Chair announced that this would be the final meeting for our Student Governors and expressed heartfelt thanks for their contribution over the past year. Holly Whittaker was praised for her consistent engagement, professionalism and dedication. Best wishes were extended to the Student Governors for their future endeavours. | |
| 3.2 | Additionally, it was noted that Holly and the Director of Governance had recently attended the Unloc Student Destinations Conference in London, where Holly was presented with a certificate for being shortlisted (one of only ten nationally) for the Student Governor of the Year Award. | |
| 3.3 | Student Governors were presented with a letter of thanks from the Chair and a Certificate of Appreciation for their contributions to the Board. | |
| 4. | MINUTES OF THE PREVIOUS MEETING | |
| 4.1 | The minutes of the previous meeting held on 19 May 2025, as circulated, were agreed . | |
| 4.2 | The confidential part 2 minutes of the meeting held on 19 May 2025, as circulated, were also agreed . | |
| 4.3 | There were no matters arising. | |
| 5. | PRINCIPAL'S REPORT | |
| 5.1 | The Principal's Report, as circulated, was taken as read. | |
| 5.2 | The Principal introduced the wider Executive Team, who were in attendance to answer any questions following the recent Audit Committee meeting, where strategic actions had been discussed in preparation for a strategic review in the Autumn. | |
| 5.3 | The Principal announced that an email was received on Friday 4 July, to notify the College that a full skills audit was scheduled for the summer, linked to government funding scrutiny. | |
| 5.4 | A considerable amount of work had been undertaken for the College to apply to become one of ten new technical construction colleges. Grateful thanks were expressed to Paul Fanshawe, Executive of Business Intelligence, Growth and Skills who had worked tirelessly to submit the application within a tight deadline. Consideration was also being given to submitting a bid for a defence technical college in the Autumn. | |
| 5.5 | Staff involved with the Post Ofsted Action Plan had been highly praised for their positive attitude, expertise and strong engagement with students, giving confidence in the ongoing process. | |
| 5.6 | It was noted the College's Financial Health Score (FHS) remained 'Good'; the College was one of only a few colleges in the South West to currently hold a 'Good' or 'Better'. Grateful thanks were extended to the Board for their support in helping to improve the Corporation's financial health. | |
| 5.7 | The agreed staff pay award was progressing and the College was now officially a Foundation Living Wage (FLW) employer. | |
| 5.8 | There were many other ongoing initiatives, with a strong emphasis on engaging employers and stakeholders, particularly within the Plymouth manufacturing group and SMEs. The strategic intent remained focused on positioning the Kings Road site as a STEM powerhouse. | |

| ITEM | | ACTION |
|-----------|--|------------------|
| 5.9 | A brief discussion took place about Piquet Barracks, which was becoming more utilised with the adult short courses, ensuring efficient use. | |
| 5.10 | ATL, the College's training provider, was recently inspected by Ofsted and rated 'Good' across the board. | |
| 5.11 | The Teaching, Learning and Assessment (TLA) Strategy had been reshaped with a greater focus on simplification, accountability and streamlined processes to enhance the student learning experience and a newly centralised team had been established to ensure visibility and accessibility. A new leadership role 'Head of Teaching, Learning and Assessment' had been assigned to oversee the TLA strategy. | |
| 5.12 | Little movement was reported on the data dashboard due to the relatively short time span between meetings. | |
| 5.13 | There were no questions arising from the report. | |
| 6. | STRATEGIC UPDATE | |
| 6.1 | The Board was invited to fully engage in revisiting and reshaping the College's strategic intent, vision and purpose, ensuring they remained bold, relevant and future ready. | |
| 6.2 | With rapid progress already underway, including increased turnover and transformational partnerships, it was felt now was the right time to start planning the review, particularly in light of changing local and national landscapes. ACTION: Principal to review the current strategic intent. | Principal |
| 6.3 | <p>Key points of the update included:</p> <ul style="list-style-type: none"> • ELT Away Day led to a robust evaluation of all strategic actions, prompting a need for adjustments. • A clear ambition to create a SEND Centre of Excellence for the city, enhancing national reach. • The identification of new and emerging sectors (blue/green industries, digital innovation) and evolving societal needs (high needs, neurodiversity, inclusion, personalised support), which must inform strategy. • A call for the Board to adopt an 'aggressively ambitious' stance amid an urgent regional skills demand, with aspirations to double operations within a decade. • Recognition that 'Plymouth-centric' thinking could limit ambition, especially given evolving regional governance (eg Devon and Cornwall integration). • Affirmation of civic responsibility to drive change and ensure the College's role and voice align with the broader needs of the South West Peninsula. | |
| 6.4 | Strong appreciation was expressed by the Board for the performance of the Executive Team, described as having 'bounced forward' and being key to future success. | |
| 7. | POST OFSTED ACTION PLAN UPDATE | |
| 7.1 | This item was discussed in confidence and is recorded in Part 2 of these minutes. | |
| 8. | FINANCE | |
| 8.1 | i) Corporate Performance Report for the Ten Months Ending 31 May 2025 | |
| 8.1.1 | This report, as circulated, was taken as read. The year-end forecast as of | |

| ITEM | | ACTION |
|------------|---|--------|
| | <p>May was predicted to achieve the income reported, with a trajectory showing growth over the next few years. This reflected a strong upward trend from the income achieved five years ago.</p> | |
| 8.1.2 | <p>Pay costs remained higher than forecast due to changes, such as the job evaluation process and National Insurance increases. Non-pay costs had also risen due to unplanned and remedial expenses. The overall deficit predicted against the budgeted surplus was discussed.</p> | |
| 8.1.3 | <p>Despite the increased costs, the College's Financial Health Score remained 'Good'.</p> | |
| 8.1.4 | <p>There was discussion around A-levels and their strategic positioning. Whilst the College had seen success with T-levels, there was national concern about their effectiveness, particularly regarding university progression.</p> | |
| 8.1.5 | <p>The Board acknowledged the need for strategic planning, including possible pathways and contingency planning, particularly in light of shifting government priorities and funding models.</p> | |
| 8.1.6 | <p>There was consensus about the need to continue to monitor national trends, assess risks and ensure the strategic plan reflected depth, foresight and flexibility.</p> | |
| 8.2 | <p>ii) Budget Detail Report – July 2025</p> | |
| 8.2.1 | <p>This was a high-level summary of the more detailed budget and financial forecast. The proposed College Group budget for 2025/2026 was discussed, which it was noted would maintain a 'good' Financial Health Score throughout the period.</p> | |
| 8.2.2 | <p>The budget was built on skills planning, forecasted funding and prudent assumptions, including 3% annual pay growth under the new Foundation Living Wage (FLW) commitment. Capital grants were not assumed beyond those already secured. Cash reserves remained healthy, including a £1.6m FGE college conditions grant expected imminently.</p> | |
| 8.3 | <p>iii) Budget 2025/2026 and Financial Forecast 2026/2027</p> | |
| 8.3.1 | <p>The Budget 2025/2026 and Financial Forecast 2026/2027 was discussed in detail. The Board sought assurance on the College Group's ability to maintain strong financial indicators throughout the period, particularly the EBITDA, cash reserves and strategic capital investment to avoid future financial risks.</p> | |
| 8.3.2 | <p>Approval of the Budget 2025/2026 and Financial Forecast 2026/2027 was proposed by Justine Hardie and seconded by Chris Saxby.</p> | |
| 8.3.4 | <p>The Budget 2025/2026 and Financial Forecast 2026/2027 was approved by the Board.</p> | |
| 8.3.5 | <p>The proposed budget reflected a strategic, risk-managed approach that supported growth whilst maintaining financial stability and flexibility.</p> | |
| 9. | <p>ESTATES CAPITAL PROJECTS</p> | |
| 9.1 | <p>A verbal update was provided to the Board by the Chief Financial Operations Officer on the capital programme. It was noted that in line with the College's Financial Regulations some of the capital projects exceeded £500k and would require separate Board approval (as minuted below, see 9.3).</p> | |

| ITEM | | ACTION |
|-------------|---|--------|
| 9.2 | Summer Estates Projects | |
| 9.2.1 | Four key projects were underway to support growth in finance and student numbers, two of which related to construction and two to engineering. | |
| 9.2.2 | <p><i>Construction projects</i></p> <ul style="list-style-type: none"> • Brick shed extension – left hand side of the shed due to be extended to support growth in bricklaying. The open design allowed for flexible future use. • Additional construction space – the area where the portacabins are currently located to be repurposed to provide additional construction space. | |
| 9.2.3 | <p><i>Princess Yachts expansion</i></p> <ul style="list-style-type: none"> • Due to an increase in new apprentices, the first floor of the construction building was being fitted with two workshops and an office (no capacity at Piquet Barracks). | |
| 9.2.4 | <p><i>Engineering projects</i></p> <ul style="list-style-type: none"> • Diesel workshop conversion – space to be converted into a welding and fabrication centre with 10 welding bays. • Engineering/Nuclear Skills building extension – a new structure would extend to the end of the current car park, creating five additional manufacturing workshops (planning permission in progress). | |
| 9.3 | Funding | |
| 9.3.1 | Whilst the majority of the £1.6m grant had been allocated to the engineering, construction and diesel workshop upgrades, approval was required for the extension to the engineering workshop in line with the College's Financial Regulations, as this item exceeded £500k. Approval of the £976k to extend the engineering workshop was proposed by Justine Hardie and seconded by Rebecca Archer. | |
| 9.3.2 | The Board approved the £976k required to extend the engineering workshop. | |
| 9.3.3 | It was noted a small contingency had been included within the £976k. | |
| 10. | RISK MANAGEMENT | |
| 10.1 | i) Report from the Audit Committee | |
| 10.1.1 | The Chair of the Audit Committee provided a verbal update to the Board on the recent Audit Committee meeting held on 23 June 2025, as follows: | |
| 10.1.2 | <p><i>External Audit Planning</i></p> <ul style="list-style-type: none"> • Continued use of a risk-based approach aligned with the College Account Direction • The updated Casterbridge guidance had yet to be published. • Key focus areas included revenue recognition, related party transactions and going concern – no major concerns reported • Draft Audit Committee report due for review and endorsement at the November Committee meeting for approval at the December Corporation meeting. | |
| 10.1.3 | <p><i>Internal Audit Planning</i></p> <p>The Internal Audit Plan was reviewed and agreed, focusing on:</p> | |

| ITEM | | ACTION |
|-------------|--|--------|
| 10.1.4 | <ul style="list-style-type: none"> • Governance, risk management and assurance • Safeguarding • ATL • Estates <p><i>Risk Management</i></p> <p>The Risk Management and Approval Matrix were reviewed and endorsed for approval by the Corporation.</p> | |
| 10.1.5 | <p><i>Cyber Security</i></p> <p>The current threat landscape was reviewed by the Committee; a comprehensive cyber risk analysis report was provided by the new Head of IT, which had uncovered some key issues in Wi-Fi, website, cloud, network services, passwords and the IT policy. The IT policy had been updated and mitigation plans were in place. Finance had been budgeted and prioritised according to need. The Committee concluded that cyber security was being proactively and robustly managed.</p> | |
| 10.1.6 | <p><i>Strategic Risks</i></p> <p>Strategic risks were discussed, focussed on three core strategic risks, with actions culminating this autumn:</p> <ul style="list-style-type: none"> • Transforming Futures (led by the Executive of Curriculum, Quality and Student Experience) • City College Maritime Construction (led by the Chief Financial Operations Officer) • Health and Active Wellbeing (led by the Executive of Health, Science, Leisure and Public Services) | |
| 10.1.7 | <p>A minor concern remained around estate project delivery, which was being actively addressed.</p> | |
| 10.1.8 | <p>Grateful thanks were expressed to the Audit Committee Chair for the comprehensive update.</p> | |
| 10.2 | ii) Strategic Action Risk Register Update | |
| 10.2.1 | <p>A high-level summary paper of the strategic actions was presented by the Chief Financial Operations Officer, highlighting changes made to the Strategic Action Risk Register since the previous Audit Committee meeting. Two key points were noted:</p> <ul style="list-style-type: none"> • The joint union agreement had been completed, resulting in the associated risk relating to pay negotiations being fully mitigated and removed from the Risk Register. • Continued focus on mitigating cyber security risks, with the highest identified risk around password security, which was being addressed and due to be completed within the next four weeks. | |
| 10.2.2 | <p>There were no specific risks to escalate to the Board.</p> | |
| 10.3 | iii) Strategic Action Risk Register – July 2025 | |
| 10.3.3 | <p>The updated Strategic Action Risk Register, as discussed above, was taken as read. The updates were discussed, as minuted above.</p> | |
| 10.4 | iv) Risk Appetite Statement | |
| 10.4.1 | <p>The Risk Appetite Statement, originally introduced last year, was reviewed and discussed at the recent Audit Committee meeting on Monday 23 June 2025. Changes to the paper included a amendment to reflect the DfE/FEC revised cash days threshold to 40 days and a change to the materiality position in line with what was set for our 24/25 audit.</p> | |

| ITEM | | ACTION |
|-------------|---|------------------|
| 10.4.2 | The Risk Appetite Statement provided a framework to guide the Board in approving initiatives aligned with strategic goals. Whilst fit for purpose and aligned with current strategic actions, it was acknowledged this would need to be reviewed again in the event of any changes to the strategic actions. | |
| 10.4.3 | Board approval would be required for: <ul style="list-style-type: none"> • Any strategic action or project affecting the Financial Health Score from 'good' status. | |
| 10.4.4 | Emphasis was placed on avoiding last-minute changes, as a clear, planned process was needed for the revision of strategic actions. Growth and delivery were noted to have a high-risk appetite. | |
| 10.5 | v) Risk Threshold and Approval Matrix | |
| 10.5.1 | The Risk Threshold and Approval Matrix, as circulated, was taken as read. This document outlined the strategic components of the risk appetite and specified when Board approval was required for any potential impacts. | |
| 10.5.2 | Approval of the Risk Appetite Statement and Risk Threshold and Approval Matrix was proposed by Chris Saxby and seconded by Justine Hardie. | |
| 10.5.3 | The Risk Appetite Statement and Risk Threshold and Approval Matrix were approved by the Board. | |
| 11. | GOVERNANCE | |
| 11.1 | The Governance Report, as circulated, was taken as read. Key items for Board members to note included: <ul style="list-style-type: none"> • Legislative updates • Link Governor visits • Student Governors update • Housekeeping tasks: <ul style="list-style-type: none"> ○ Annual Self-Assessment Questionnaire ○ Related Parties and Eligibility Declaration ○ Skills Audit • Mandatory training and development • Parking at the College • Upcoming events | |
| 11.2 | Governors were asked to complete and return the Annual Self-Assessment Questionnaire, Related Parties and Eligibility Declaration forms and Skills Audit, which would be circulated after the meeting. ACTION: Governors | Governors |
| 11.3 | The Board asked for feedback from the Student Governors on their experiences of being a Board member over the past year. One Student Governor had thoroughly enjoyed their role and found it had been a rewarding experience. It was noted it would be helpful to have a glossary of abbreviations. ACTION: DofG to circulate. | DofG |
| 12. | SECTOR INFORMATION/ANNOUNCEMENTS | |
| 12.1 | Not used. | |
| 13. | POLICIES | |
| 13.1 | i) Supply Chain Fees and Charges Policy 2025/2026 | |
| 13.1.1 | The updated Supply Chain Fees and Charges Policy 2025/2026, as circulated, was considered by the Board. There were no changes since the previous year. The policy linked to the Subcontracting Policy approved at the previous meeting. | |

| ITEM | | ACTION |
|-------------|---|--------|
| 13.1.2 | The Supply Chain Fees and Charges Policy 2025/2026 was approved by the Board. | |
| 13.2 | ii) HE Fees, Refunds and Compensation Policy | |
| 13.2.1 | The Board considered the updated HE Fees, Refunds and Compensation Policy. It was noted that whilst the fees had been updated, they were still very competitive and below the maximum fee. No other changes had been made to the policy. | |
| 13.2.2 | The HE Fees, Refunds and Compensation Policy was approved by the Board. | |
| 13.3 | iii) Grievance Procedure for Senior Post Holders | |
| 13.3.1 | The updated Grievance Procedure for Senior Post Holders, as circulated, was considered by the Board. The Board was updated on the changes made to the policy by the Director of Governance (as listed in the Revision Log of the policy on page 2). | |
| 13.3.2 | The updated Grievance Procedure for Senior Post Holders was approved by the Board. | |
| 14. | AOB | |
| 14.1 | There being no further business, the Chair closed the meeting and expressed grateful thanks to the governors for their continued support for the College. Student Governors were bid farewell and wished every success in their future endeavours. | |
| 14.2 | At this point, staff members, staff governors and student governors left the meeting. | |
| 15. | Remuneration | |
| 15.1 | This item was discussed in confidence without staff, staff governors and student governors present and is recorded in Part 2 of these minutes. | |
| 15.2 | There being no further business, the meeting ended at 6.45 pm | |
| 12. | DATE OF NEXT MEETING | |
| 12.1 | Monday 13 October 2025, 4.30 pm. | |

REPORTS AND MINUTES FOR INFORMATION

The following reports circulated in advance of the meeting were **received and noted** (numbered as per the agenda for ease of reference):

- 2. Register of Interests
- 4i. Corporation Minutes 190525 – Draft
- 4ii. Corporation Minutes 190525 Confidential Part 2 – Draft
- 5. Principal’s Report – July 2025
- 7i. Post Ofsted Action Plan Progress – July 2025
- 7ii. CfE SEND Review
- 8i. Corporate Performance Report for the Ten Months Ending 31 May 2025
- 8ii. Budget 2024/25 and Financial Forecast 2025/26
- 8iii. Budget Detail report – July 2025
- 8iv. Capital Programme 2025/26
- 8v. Financial Regulations – July 2025
- 8vi. Authorisation and Limits Matrix – July 2025
- 10ii. Strategic Risk Register Update – June 2025
- 10iii. Strategic Action Risk Register
- 10iv. Risk Appetite Statement – July 2025
- 10v. Risk Threshold and Approval Matrix – June 2025
- 11. Governance Report – July 2025
- 13i. Supply Chain Fees and Charges Policy 2025/26
- 13ii. HE Fees, Refunds and Compensation Policy – July 2025/26
- 13iii. Grievance Procedure for SPH – 2025-2028

EEDI Impact Statement

City College Plymouth is committed to encouraging equality, diversity and inclusion and eliminating unlawful discrimination. Consideration has been given to equality, diversity and inclusion in all agenda items, associated documents and minutes to ensure transparent and inclusive decision-making.