

**MINUTES OF THE MEETING OF THE CORPORATION BOARD
HELD AT CITY COLLEGE PLYMOUTH, PL1 5QG, ROOM KI205**

DATE:	9 March 2026	TIME:	4.30 pm
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PRESENT

Chair:	Richard Stevens
Governors:	Jackie Grubb, Chief Executive/Accounting Officer (Principal) Rebecca Archer Justine Hardie Sam Peach Victoria Pomery Amanda Ratsey (<i>Online</i>) Sam Shattock Chris Saxby Chaz Talbot Liam Ashby
Attendees:	Lorraine Hill, Chief Financial Operations Officer Charlotte Corfield, Interim Executive of Curriculum Quality and Student Experience Paul Fanshawe, Executive for Business Intelligence, Growth and Skills Pauline Hands, Executive of Strategic Communications and Stakeholders Nadia McCusker, Director of Quality Improvement (<i>agenda items 7 and 8 only</i>) Dawn Ash, Head of Finance
Governance Professional:	Laura Sadler, Director of Governance
Apologies:	None

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 Pauline Hands, Executive of Strategic Communications and Stakeholders, who would be attending all future meetings of the Corporation.	
1.2	There were no apologies.	
2.	DECLARATION OF INTERESTS	
2.1	Amanda Ratsey declared an interest in any items relating to Team Plymouth as Director for Team Plymouth at Plymouth City Council.	
2.2	No further declarations were made outside those detailed on the Register of Interests, in respect of any item on the agenda.	
3.	CHAIR'S INTRODUCTORY REMARKS AND KEY ITEMS OF BUSINESS FOR THE MEETING	
3.1	Governor Reappointment	
3.1.1	Ahead of Amanda Ratsey joining the meeting online, the Board considered the information circulated in advance of the meeting regarding their reappointment.	

ITEM		ACTION
3.1.2	The reappointment of Amanda Ratsey was unanimously agreed by the Board for a second four-year term of office.	
3.1.3	At 4.46 pm Amanda Ratsey joined the meeting online and was congratulated on her reappointment to the Board.	
3.2	Governor End of Term of Office	
3.2.1	The Chair announced this was Victoria Pomery's final meeting as a Governor, which marked the end of four years of valued service to the Board and the College. A card was presented on behalf of the Board, expressing grateful thanks for her commitment, insight and contribution during her tenure. Victoria thanked colleagues and expressed her best wishes for the continued success of the College.	
4.	MINUTES OF THE PREVIOUS MEETING	
4.1	The minutes of the previous meeting held on 15 December 2025, including the confidential part 2 minutes, as circulated, were agreed .	
4.2	There were no matters arising.	
5.	PRINCIPAL'S PRESENTATION	
5.1	The Principal's report, as circulated, was taken as read.	
5.2	Key updates included: 1. DTEC College Bid - Bid submitted and receipt acknowledged. - Strong confidence it is among the best nationally. - Noted exceptional city-wide collaboration, robust challenge and clear, succinct proposal. 2. Civic Centre Project - Included on the agenda (item 9). - Further update to be provided by the CFOO and Executive of Business Intelligence, Growth and Skills. ACTION: CFOO/Executive of Business Intelligence, Growth and Skills to provide a 1-2 page report to explain the funding of this project to governors including timeframes at a future meeting of the Board. 3. Audit Update - Audit completed; report pending from auditors. - Two issues identified (bursaries and apprenticeship assessments), which were reported to be national. - Final report awaited.	CFOO/Exec of Bus Intel, Growth & Skills
5.3	Australia Visit (February 2026)	
5.3.1	The Principal reported on her recent visit to Australia following an invitation to join a UK delegation to Southern and Western Australia, as part of the inaugural AUKUS Community Partnership Initiative (AUKUS security pact). Key highlights of the visit: - Signed a Memorandum of Understanding (MOU) with ex-Brigadier Mike Tanner, strengthening civic responsibility and partnerships. - Established collaboration between Plymouth, Barrow and Australia to share best practice and scale nationally. - Visit contributed to national AUKUS workforce upskilling priorities. - Enhanced the College's national and international profile, supporting long-term benefits for students and local employers.	

ITEM		ACTION
5.4	Quality, Learning, Teaching and Assessment	
5.4.1	Referring to the report, the Principal noted that quality, learning and assessment was the core business of the College and welcomed any questions from governors. There were no questions arising from the report.	
5.5	Renewed Ofsted Framework	
5.5.1	This item was discussed in confidence and is recorded in Part 2 of these minutes.	
6.	STRATEGIC INTENT, STRUCTURE AND GROWTH	
6.1	It was noted that the strategic actions relating to assets, estates, finance and curriculum remained central to the College's direction, with a renewed focus on streamlining delivery while strengthening key growth areas, such as defence, advanced manufacturing, health and wellbeing, business and cyber security. It was emphasised that the curriculum should remain innovative, particularly in emerging areas, such as defence, which represented new and significant growth opportunity.	
6.2	Teaching, learning and assessment and quality assurance were noted as critical to ensuring effective delivery, alongside ongoing skills planning.	
6.3	The Board requested an update on the development of the structure and any structural changes to support implementation. It was agreed a further update would be provided at the next meeting. ACTION: Principal	Principal
7.	POST OFSTED ACTION PLAN AND PATHWAYS FOR PROGRESSION UPDATE	
7.1	A warm welcome was extended to the Director of Quality Improvement who joined the meeting at 5.30 pm to co-present on agenda items 7 and 8.	
7.2	This item was discussed in confidence and is recorded in Part 2 of these minutes.	
8.	LEARNING, TEACHING AND ASSESSMENT – STUDENT EXPERIENCE	
8.1	The Board received a verbal update on the development of the new Learning Teaching and Assessment (TLA) team from the Interim Executive of Curriculum, Quality and Student Experience and the Director of Quality Improvement and was assured of the continued focus on TLA being central to all activities. It was noted the team was maturing well, with key appointments now in place.	
8.2	The new Head of TLA was providing strong leadership and driving the team forward effectively. The Board was assured of the confidence in their direction and approach.	
8.3	The Director of Quality Improvement reported significant progress had been made in strengthening teaching and learning through a structured CPD programme focused on consistent assessment and learning practice.	
8.4	A second phase of training was now underway, with all CLDOs engaged and a shift towards a coaching-informed approach. Quality assurance activity included 250 learning walks, with targeted support in place for 30 staff. All staff were undertaking the Teaching and Learning Level 5 qualification, alongside coaching and mentoring development, supporting a culture of continuous improvement. Regular CLDO meetings and management reviews were also in place, with 92 staff progressing towards qualification and a further 48 identified for support. The CPD policy had been refined for clarity, and the mentoring programme, delivered in	

ITEM		ACTION
	partnership with ETF, had recently been introduced. A graduation event was planned for 9 July to recognise staff achievements, with governors invited to attend. ACTION: DofG to send diary invite to Governors.	DofG
8.5	Further discussion followed, focused how the pastoral and tutorial model was being strengthened to ensure it supported the whole student programme of learning.	
8.6	It was noted that the structured tutorial system would be reviewed to align more closely with the Ofsted toolkit, taking a more holistic approach.	
8.7	The Board was interested to know whether there were any barriers for anyone attaining the qualifications. The Board was assured that individuals would receive differing amounts of support hours, tailored to the requirements of their qualification and personal needs.	
8.8	The Board acknowledged that while strong work was taking place, staff were under significant pressure due to increased demands, particularly those transitioning from industry without prior teaching experience. Concerns were raised about workload, CPD demands and staff capacity.	
8.9	In response, it was explained that strategic actions were being simplified to focus on core priorities, alongside the introduction of additional resources to work as a collaborative unit to support staff wellbeing.	
8.10	There were no further questions arising from the update.	
8.11	Flourishing Leadership Programme	
8.11.1	An update was provided by the Executive of Strategic Communications and Stakeholders about the College's implementation of a new national 'Flourishing' leadership programme, with City College Plymouth being one of only five colleges currently participating.	
8.11.2	The programme was designed for current and aspirant leaders, underpinned by a values-led approach that focused on developing leadership potential rather than directing it.	
8.11.3	The model, structured around five key areas, promoted hope and aspiration for all and takes a holistic view of leadership by considering relationships, learning, resources and wellbeing together.	Exec of Strategic Comms and Stakeholders
8.11.4	Fifteen members of staff were participating in the programme. It was agreed a more detailed update would be provided at the next meeting, to further outline the approach and progress, noting that the College was helping to lead this emerging values-based leadership model. ACTION: Executive of Strategic Communication and Stakeholders	
8.11.5	The Director of Quality Improvement left the room 6.10 pm.	
9.	ESTATES AND ASSETS UPDATE, INCLUDING CIVIC BLUE/GREEN SKILLS HUB	
9.1	A verbal update was provided to the Board by the Executive of Business Intelligence, Growth and Skills.	
9.2	The new engineering building was on schedule for completion in April 2026. While some minor finishing works would continue beyond that date, the core elements would be in place, enabling initial occupancy and preparation of the spaces.	
9.3	The Board enquired whether there had been any disruption to learners. Governors were assured this had been managed effectively on site and	

ITEM		ACTION
9.4	students had already been accommodated with alternative learning spaces with no significant disruption. It was noted that some of this work related to elements that were not fully completed over the summer period (2025), which were now being progressed to completion.	
10.	FINANCE	
10.1	i) CCP Group Performance Report for the 5 Months Ending 31 December 2025	
10.1.1	The Corporate Performance Report for the 5 months ending 31 December 2026, as circulated, was taken as read.	
10.2	ii) Group Performance Report – December 2025	
10.2.1	The Head of Finance reported on the Group's consolidated accounts to 31 December 2025, highlighting key points. It was noted the figures for January had yet to be finalised.	
10.2.2	A major variance was the significant shortfall in apprenticeship income, largely due to time differences, as the majority of this expected income had yet to be recorded. Although performance was reported to currently be below budget, these timing factors were expected to balance out, which meant apprenticeships would remain on track to meet targets by the end of the year.	
10.2.3	The Board was assured that the apprenticeship income was closely monitored on a monthly basis against the year-end position.	
10.2.4	Tuition fees and contracts reflected a mix of funding streams, influenced partly by adult skills funding and some timing effects, with additional bursary income still to be released following further checks. Pay costs were currently under budget, partly due to vacancies. It was noted non-pay costs tended to be higher earlier in the year, driven mainly by certification, registration and exam fees, alongside increased student numbers.	
10.2.5	Foundation Living Wage (FLW) was reported to be higher than budgeted, due to a higher percentage being awarded to a small group between April and July. The full impact would be detailed in the next forecast. It was noted that for the purpose of budget-setting full staffing levels were assumed, due to agency costs being unpredictable.	
10.2.6	The overall financial health score remained 'Good'.	
10.2.7	The Board enquired whether there were currently any barriers to recruiting into posts, particularly regarding agency use. It was noted that whilst there could be timing gaps when switching from agency staff to permanent roles, recruitment was generally not a concern.	
10.2.8	The Board highlighted the growing competition for specialist skills in engineering and marine autonomy, with expected recruitment challenges and pinch points in these areas. Higher salaries from some partner employers, along with new entrants, increased the risk of attracting and retaining talent. To address this, the Board acknowledged the need for longer term (3-5+ years) workforce planning and more flexible approaches, such as involving part-time industry professionals to bring cutting edge expertise into teaching. The Board was assured that work was already in progress to address these needs.	
10.2.9	There were no further questions arising from the report.	

ITEM		ACTION
11.	STATUTORY	
11.1	Gender Pay Gap Report 2024-2025	
11.1.1	The Gender Pay Gap Report for 2024/2025, as circulated, was considered. The Report showed mixed movement; the mean gap was improving, whilst the median had increased. This was expected to be influenced by the full-year impact of the National Living Wage (NLW) and a current differentiation between pay boundaries across the College. It was noted that the snapshot period may not fully reflect recent pay changes and improvements were expected to come through in the next dataset once the full-year figures were included.	
11.1.2	Governors queried how the median figure had increased despite recent pay work undertaken. It was suggested this was likely linked to the compression of pay scales, with lower quartile roles being pulled upwards by minimum wages increases, affecting overall distribution.	
11.1.3	Discussion also focused on future implications and whether the sale of the issue was structural or could be influenced through pay strategy. It was agreed a comparison with the 2025-2026 snapshot would help provide clarity. ACTION: Cfoo to undertake snapshot comparison and provide an update at the next meeting.	Cfoo
11.1.4	The Gender Pay Gap Report 2024-2025 was approved by the Board, subject to a final sense-check and clarification of the data narrative.	
11.2	Anti Modern Slavery Statement	
11.2.1	The updated Anti Modern Slavery Statement was approved , subject to strengthening the safeguarding element through clearer KPIs. There was a request to clarify the frequency of monitoring safeguarding-related incidents, whether specific metrics should be explicitly included and how the College demonstrated accountability. ACTION: DofG to review safeguarding metrics and benchmark approaches used by other organisations and recommend how monitoring is carried out, with supporting evidence from the past 12 months to demonstrate effectiveness.	DofG
11.2.2	The Anti-Modern Slavery Statement was approved by the Board, subject to strengthening safeguarding KPIs.	
12.	GOVERNANCE REPORT	
12.1	The Governance Report, as circulated, was taken as read. There were no questions arising from the report.	
12.2	Governors were reminded of their obligation to complete their annual mandatory training. Any governor requiring assistance to access the training were asked to contact the Director of Governance.	
13.	SECTOR INFORMATION/ANNOUNCEMENTS	
13.1	Not used.	
14.	ANY OTHER BUSINESS	
14.1	There being no further business, members of staff, staff governors and student governors left the meeting.	
15.	CONFIDENTIAL REPORT FROM THE REMUNERATION COMMITTEE HELD 19 JANUARY 2026	
15.1	Members of staff, together with the staff and student governors withdrew from the meeting at 6.30 pm for this item, which was discussed in	

ITEM		ACTION
	confidence and is recorded separately to these minutes. The confidential minutes remain restricted to external governors only.	
15.2	There being no further business, the meeting ended 7.15 pm.	
16.	DATE OF NEXT MEETING	
16.1	Monday 18 May 2025, 4.30 pm.	

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.