

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

DATE:	18 May 2026	TIME:	4.30 pm
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PRESENT

Chair:	Richard Stevens	
Governors:	Jackie Grubb, Chief Executive/Accounting Officer (Principal) Rebecca Archer (<i>online</i>) Justine Hardie Sam Peach (<i>online</i>) Amanda Ratsey Chris Saxby Chaz Talbot William Watts Liam Ashby	
Attendees:	Lorraine Hill, Chief Financial Operations Officer Paul Fanshawe, Executive for Business Intelligence, Growth and Skills Pauline Hands, Executive of Strategic Communications and Stakeholders Nadia McCusker, Director of Quality Improvement (<i>item 5 only</i>) Naomi Tucker, Head of Teaching, Learning and Assessment (<i>item 5 only</i>) Dawn Ash, Head of Finance	
Governance Professional:	Laura Sadler, Director of Governance	
Apologies:	Sam Samuel Sam Shattock	

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 newly appointed Staff Governor, William Watts.	
1.2	The Board formally acknowledged the commitment and valuable contribution of the outgoing Staff Governor, Martin Boulter. Governors expressed their sincere thanks for their dedication and service to the Board over the last four years.	
1.3	Naomi Tucker, recently appointed to the role of Head of Teaching, Learning and Assessment was also welcomed to the meeting and introduced to the Board.	
1.4	Apologies were received from Sam Samuel and Sam Shattock.	
2.	DECLARATION OF INTERESTS	
2.1	The Chair, Principal and Amanda Ratsey each declared an interest in Team Plymouth.	
2.2	No further interests were declared outside of those detailed on the Register of Interests, in respect of any item on the agenda.	

ITEM		ACTION
3.	CHAIR'S INTRODUCTORY REMARKS AND KEY ITEMS OF BUSINESS FOR THE MEETING	
3.1	Strategic Intent Event – Friday 15 May 2026	
3.1.1	The Chair congratulated the team on the success of Friday's event and noted that the approach of seeking feedback before presenting the Strategic Intent resonated strongly with those in attendance. The Chair also observed that this collaborative structure aligned well with the direction of the new Ofsted Framework.	
3.2	Written Resolution – Appointment of Staff Governors (for noting)	
3.2.1	The Board noted that the Staff Governor election ballot had been conducted in accordance with the Instrument and Articles. Following completion of the ballot process, a Written Resolution approved on 23 March 2026, had subsequently been agreed outside of a formal meeting to ratify the Staff Governor appointments of William Watts for the period 16 March 2026 to 15 March 2030 and Chaz Talbot for the period 28 March 2026 to 27 March 2030.	
4.	MINUTES OF THE PREVIOUS MEETING	
4.1	The minutes of the previous meeting held on 9 March 2026, including the confidential part 2 minutes, as circulated, were agreed .	
4.2	There were no matters arising.	
5.	LEARNING, TEACHING AND ASSESSMENT – STUDENT EXPERIENCE	
5.1	The Head of Teaching, Learning and Assessment provided a summary of the key developments and progress made since joining the College, together with the priorities for the next phase of improvement.	
5.2	This item (minutes 5.2 to 5.13) was discussed in confidence and is recorded in part 2 of these minutes.	
5.14	The Board noted the positive developments within the newly established team, including strengthened structures, improved collaboration and early progress against key priorities. Governors welcomed the update and thanked the Head of Teaching, Learning and Assessment for the presentation and work undertaken to date. A copy of the presentation is appended to these minutes.	
5.15	5.09 pm – The Head of Teaching, Learning and Assessment left the meeting.	
6.	CONSENT AGENDA	
6.1	The Board resolved to approve items 6.1 to 6.5 (6.5.1 – 6.5.5) of the Consent Agenda in a single motion.	
6.2	Items 6.1 to 6.5 were approved by the Board in a single motion.	
6.3	The Board noted the Written Resolution approved on 23 March 2026 in relation to the election and ratification of staff governor appointments, which was formally recorded.	
6.4	The Written Resolution was formally noted by the Board.	
7.	PRINCIPAL'S PRESENTATION	
7.1	The Principal's report, as circulated, was taken as read.	
7.2	The success and implications of being one of only 5 colleges in the UK to become a Defence Technical Excellence College was discussed in detail.	

ITEM		ACTION
	The first meeting with the DfE was due to take place on Tuesday 19 May 2026 to discuss expectations in terms of delivery. It was noted the Board would be updated on progress at all future meetings. ACTION: DofG to share presentation.	DofG
7.3	The Board was updated on the outcome of the recent recruitment process to appoint a Director to lead the DTEC College, whose role would be to deliver the criteria on the DTEC, reporting to the Chief Executive/Principal.	
7.4	The Board enquired whether, following the College's designation as a DTEC, delivery priorities would be determined locally or prescribed through the DTEC programme. The Principal confirmed that the approved bid contained mandatory commitments, which the College as the DTEC hub, would be required to deliver across all agreed workstreams. Delivery plans were being developed with the DfE against nationally agreed, measurable targets and that the bid set out the associated resource and staffing requirements. It was also noted that DfE requirements were subject to change, including expectations relating to student numbers, course provision and employer engagement.	
7.5	The Board sought assurance that the DTEC commitments would not create financial risks beyond the funding available. The Principal confirmed that the funding was intended to complement the College's existing curriculum, budget and workforce planning, rather than create additional unfunded commitments. It was noted that the main risks remained the effective management of the College's budgets, skills planning and bridging the skills gap according to need.	
7.6	It was noted the Audit Committee had requested a deep dive into DTEC at its next meeting, to gain a clearer understanding of the associated risks, the effectiveness of mitigating controls and the overall governance and management arrangements.	
7.7	Grateful thanks were extended to the Executive of Business Intelligence, Growth and Skills and the wider team for their exceptional hard work in securing the DTEC bid.	
7.7	i) Strategic Intent	
7.7.1	The Board considered a draft Strategic Intent, which reflected on previous discussions regarding the ever-changing operational landscape and the need to refocus the College's core purpose of delivering an outstanding student experience.	
7.7.2	The draft reinforced four key strategic priorities: • Industrial Excellence: Strengthening employer and stakeholder engagement in support of DTEC. • Professional Capabilities: Enhancing the student experience and organisational capability. • Health and Inclusion: Promoting health, inclusion, culture and belonging across the College community. • Culture and Belonging: Responding to wider challenges, including mental health, the cost of living and the changing political environment.	
7.7.3	The Board noted the importance of supporting staff to achieve positive outcomes for students and welcomed the simplification of the strategic framework to improve clarity and communication. It was further noted that the draft aligned with the College's existing values (Respect, Ownership and Integrity), while reflecting current priorities, including opportunities arising from city investment, the Blue/Green Skills Hub and the Growth Deal.	

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7.7.4	The Board asked whether College leadership had sufficient delegated authority to make significant curriculum changes or whether such decisions required Board approval. The response clarified that Board approval was not required for individual curriculum decisions, as management had the delegated authority to make these choices. The Board's role was to provide oversight through the Accountability Agreement, ensuring that the curriculum was employer-led, responsive to demand and met the needs of the region and city. The Board was advised to use the curriculum and employer demand data presented to monitor, challenge and seek assurance that the College's curriculum aligned with its strategic objectives and local priorities.	Principal
7.7.5	The Board discussed the draft Strategic Intent, focusing on how the proposed governance and management structure would support delivery. Clarification was sought on the absence of a specific strategic action relating to the DTEC and how it would align with the College's core organisational structure. It was explained that the Strategic Intent adopted a whole-college approach with strategic action owners providing oversight across themes through a matrix-style structure, while operating reporting arrangements would remain within the existing management framework.	
7.7.6	Governors discussed the process and timescale for providing feedback on the draft Strategic Intent. The Principal advised that staff feedback had been invited over a one-week period and welcomed governors' comments, indicating that feedback would be reviewed and reflected upon before the document was finalised.	
7.7.7	The Board also discussed the visibility of the DTEC within the Strategic Intent, regarding its strategic significance. It was acknowledged that the DTEC was intended to be an integrated, cross-college initiative underpinning the Strategic Intent rather than a standalone strategic objective, although consideration could be given to making this more explicit. ACTION: Principal to review and incorporate the Board's feedback and recirculate the revised document to the Board for approval by Written Resolution outside of the next scheduled Board meeting.	
7.8	ii) Annual Accountability Agreement and Local Needs Duty 2026/2027	
7.8.1	The Board considered the Annual Accountability Agreement and Local Needs Duty for 2026/2027 as circulated. Governors were invited to give feedback on the content and layout of the document. Following discussion, the Board resolved to approve the document and authorised its signature by the Chief Executive/Principal and Chair on behalf of the Board. Proposed by Justine Hardie and seconded by Sam Peach.	
7.8.2	The Annual Accountability Agreement and Local Needs Duty 2026/2027 was approved by the Board.	
8.	STRUCTURE FRAMING	
8.1	The Board received a verbal update from the Principal regarding structure framing and the ongoing development of the organisational framework. Governors noted the progress being made and the rationale behind the proposed approach, including its intended support for operational effectiveness and strategic priorities. The Board thanked the Principal for the update and noted the next steps.	
9.	FLOURISING LEADERSHIP PROGRAMME	
9.1	The Executive of Strategic Communications and Stakeholders provided a verbal update to the Board on the College's implementation of the new Flourishing Leadership Programme. Governors noted that the College had been selected as one of only five colleges participating in the programme	

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	and welcomed the opportunities this presented for leadership and development, collaboration and sector engagement.	
9.2	It was noted the Flourishing Leadership initiative supported the College's strategic ambition to build a high-performing Leadership College, with its success measured through staff participation and long-term impact. The programme aligned closely with the College's culture of belonging, recognising that leadership can be demonstrated by anyone across the organisation.	
9.3	Currently, seven members of staff were participating, providing an opportunity to evaluate its development and impact over time. As one of only a small number of colleges involved and one of the few technical colleges taking part, the College was adopting a pioneering approach, collaborating with four other colleges nationally to share learning and best practice. Backed by the Church of England, the initiative reflected the College's strategic intent to strengthen a culture of belonging, not only within the College but across the wider city.	
9.4	The Board thanked the Executive of Strategic Communications and Stakeholders and noted the positive progress being made. ACTION: DofG to circulate Flourishing Leadership Programme update to Governors.	DofG
10.	FINANCE	
10.1	The Head of Finance presented an update on the Group's financial performance for the eight months ended 31 March 2026 together with the accompanying dashboard report. The Board reviewed the key financial indicators, performance against budget and forecast position and noted the areas of positive performance and ongoing financial monitoring.	
10.2	It was noted a reforecast based on the March management accounts had been undertaken. Funding had been increased relative to student numbers. Apprenticeship income was below forecast, which was mainly due to timing/end dates. This was being closely monitored and reviewed to achieve targets. The DfE Other Funds was reported to be slightly below budget, with further work ongoing. The main three areas reported to be below budget were explained.	
10.3	Vacancy savings were lower than budgeted, although some natural savings were expected. Costs for FLW had increased by approximately 7%, which was higher than predicted, resulting in additional expenditure.	
10.4	The Financial Health Score for the Group remained Good. Despite being down against budget at the end of March, it was noted part of this was due to the High Needs income, which had now been completed and payment was anticipated in the next few weeks which would put the accounts back on track.	
10.5	The Board was interested to know what was covered by the College Conditions Grant. It was noted this was for the extension to the engineering and construction workshops for the T-level provision.	
10.6	Overall, the College was reported to be on track with regard to its capital spend.	
10.7	Grateful thanks were extended to the Head of Finance for the report.	
11.	REPORT FROM THE AUDIT COMMITTEE MEETING	
11.1	The Audit Committee Chair reported that the Committee had welcomed a new member, thanking Justine Hardie for joining the Committee. The Chair advised that the Committee had reviewed the risk management report, with particular focus on the three key areas of investment, including	

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	Kings Road, post the nomination as a Defence Technical Excellence College (DTEC).	
11.2	The Chair informed the Board that the Committee had received an update regarding the progress of the Internal Audit programme. The Chair also provided an update on the College's business continuity planning, which was due to be formally reviewed in July 2026.	
11.3	In relation to the forthcoming FRS 102 accounting changes, the Chair reported that the College had been working closely with the external auditor and that no material impact was currently anticipated as the changes were implemented through the accounting system.	
11.4	The Chair further reported that an out-of-Committee review of the external auditor tender process had been undertaken and that the Committee recommended the reappointment of Francis Clark as external auditors.	
11.5	The Chair also confirmed that governance, the ethical use of AI, cybersecurity and data protection continued to be actively managed by the Information Governance Group, with no new risks identified.	
11.6	Grateful thanks were extended to the CFOO and Head of Finance for their efficient and professional handling of the external auditor tender process.	
11.7	i) Approval of External Auditor	
11.7.1	The Chair reported that, following a tender process and on the recommendation of the Audit Committee, consideration had been given to the reappointment of Francis Clark for the forthcoming financial year. The Chair noted that the Audit Committee had reviewed the auditor's independence, effectiveness and overall performance, including the quality of audit delivery, engagement with management and the audit fee proposal. The Committee had concluded that Francis Clark continued to provide a high standard of service and remained suitably independent.	
11.7.2	The Board resolved to approve the reappointment of Francis Clark on the terms presented, which was proposed by Chris Saxby and seconded by Rebecca Archer. The Board further authorised the Audit Committee to finalise and execute the audit engagement letter and any associated documentation on behalf of the College.	
11.7.3	The appointment of the External Auditor, PKF Francis Clark, was approved by the Board.	
12.	SECTOR INFORMATION/ANNOUNCEMENTS	
12.1	Not used.	
13.	ANY OTHER BUSINESS	
13.1	There were no items raised or discussed under Any Other Business.	
14.	DATE OF NEXT MEETING	
14.1	The date of the next meeting was discussed. It was agreed the next meeting would take place on Monday 20 July 2026 at 4.30 pm.	
14.2	There being no further business, the meeting ended at 7.05 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.