

**Minutes of the Governing Body Meeting  
held on 24 March 2026 at 5.30pm, Jorvik room.**

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| <b>Present:</b>       | <p>Ian Looker (Chair)<br/>Neil Ashton<br/>Andrew Thomas<br/>Julia Histon<br/>Dr Rob Hickey<br/>Charlie Barnes<br/>Oskar Mordal</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <p>Ken Merry, Principal/CEO<br/>Dr Ann Lees<br/>Victoria Inness – joined remotely<br/>James Farrar<br/>Sheila Willis<br/>Ziemowit Hibner</p> |
| <b>In Attendance:</b> | <p>Philip Curtis, Chief Operating Officer<br/>Carolyn Barker, Director of Governance<br/>Joy Kettle, Deputy Principal/CEO<br/>Victoria Lindberg, Director of Quality of Education<br/>Katharine Dent-Jones, Director of Curriculum: Further Education<br/>Liam Garside, Director of Student and Apprentice Services<br/>Sarah Leatherbarrow, Director of Marketing and External Partnerships<br/>Marc Gillham, Director of MIS and IT<br/>Chris Leng, Director of Human Resources<br/>Sarah Leatherbarrow, Director of Marketing and External Partnerships<br/>Melissa Drayson, Rockborn Associates</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                              |
|                       | <p><b>Welcome and Introductions</b><br/>The Chair welcomed Philip Curtis and Marc Gillham to their first meeting of the Board, noting their recent appointments to the Strategic Leadership Team. The Chair also welcomed Melissa Drayson, who provided governors with an overview of the purpose of her attendance and the external governance review being undertaken by Rockborn Associates in relation to the College. All attendees briefly introduced themselves to support Melissa's orientation to the Board.</p> <p>The Chair referred to the AI-generated podcast of the meeting papers that had been circulated in advance. He noted that it was an interesting tool which drew together the strategic themes effectively and provided a helpful high-level summary, although it tended to exaggerate in places. He emphasised that such tools should be viewed as a support to, rather than a replacement for, full board papers. The Chair invited governors' views, and some governors commented that they found it useful, although the use of Americanised language was noted.</p> <p>A governor suggested that the Board might consider trialling a more accessible 8–10 page synthesis of the detailed information contained in the full board pack, summarising key points from committee reports for example. He noted that this approach could also improve efficiency.</p> | CB/IL                                                                                                                                        |
| <b>1.</b>             | <b>Apologies for Absence / Declarations of Interest</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                              |
| 1.1                   | <p>Apologies were received from Helen Crews and Heidi Fraser-Krauss.</p> <p>There were no declarations of interest relevant to the agenda.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                              |

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|           | The Chair of the meeting was Ian Looker. Notice of the meeting was given at least 7 days in advance. The meeting was quorate.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |    |
| <b>2.</b> | <b>Minutes of Previous Meeting</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |    |
| 2.1       | <p>The Director of Governance reported that Chris Leng's attendance at the previous meeting had not been recorded in the list of attendees and confirmed that this amendment would be made.</p> <p>It was resolved to approve the minutes of the meeting held on 4 December 2025, together with the confidential version containing information relating to the pay approvals for designated Senior Postholders.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | CB |
| <b>3.</b> | <b>Matters Arising</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |    |
| 3.1       | <p><b>Action Summary</b></p> <p>The Board received the updated Action Summary. It was noted that two actions had been completed:</p> <ul style="list-style-type: none"> <li>the decision to remain with the Open University as the College's higher education validation partner; and</li> <li>the review of the Financial Regulations.</li> </ul> <p>Two actions remained open:</p> <ul style="list-style-type: none"> <li>the deep dive on staff pay and workforce issues, now scheduled for 14 April by the People &amp; Governance Committee; and</li> <li>the ongoing work relating to the staff survey themes, which will continue to be monitored and reported through the People and Governance Committee.</li> </ul> <p><b><i>The Governing Body resolved to note the update to actions.</i></b></p>                                                                                                                                                                         |    |
| <b>4.</b> | <b>Strategic Matters</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |    |
| 4.1       | <p><b>Chair's Update</b></p> <p>The Chair provided a brief update, noting his attendance at several recent AoC network events, which had included discussion of current policy announcements. He advised that these matters were also covered under other items on the agenda, particularly the Principal's report. The Chair reported that the network sessions had involved a valuable exchange of ideas relating to governance effectiveness, governor recruitment, and wider sector practice.</p> <p><b><i>The Governing Body noted the update.</i></b></p>                                                                                                                                                                                                                                                                                                                                                                                                                       |    |
| 4.2       | <p><b>Chief Executive and Principal's Report</b></p> <p>The Principal presented his report, highlighting recent policy developments, including the publication of new white papers signalling substantial changes to the way colleges work with students with additional needs. He advised that, should these proposals progress as outlined, they may present significant challenges for supporting young people who have declared needs.</p> <p>The Board was informed that the College continues to await confirmation of its funding allocations, with announcements now expected in late March. It was noted that the Department for Education may be deferring decisions, including those relating to 2026–27 allocations and funding rates.</p> <p>An update was provided on recent engagement with the newly appointed Deputy Director of Post-16 Education, Training and Skills, Jonathan Child. An offer of support was provided during his transition into the sector.</p> |    |

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|     | <p>The Principal also shared a number of good news stories, including student achievements, award nominations, and positive developments across curriculum areas.</p> <p>During discussion, James Farrar asked about the College's involvement in an upcoming regional festival supported by the Combined Authority. The Director of Marketing and External Partnerships confirmed that she had met with curriculum managers to plan student participation and to consider how the activity could be made more impactful for learners. James offered further support if required.</p> <p>The Chair reported feedback from the recent AoC chairs' networks where some concern had been expressed regarding the 0.55% increase in funding and its adequacy. The Principal advised that although national bodies such as the AoC and the Sixth Form Colleges Association continue to raise these issues, the College's financial position places it in a comparatively stable position for the coming year. Had this occurred in previous years, it may have been of greater concern.</p> <p>The Chair sought clarification regarding the recent water outage on campus, noting governors' concern about the scale of the disruption. The Chief Operating Officer explained that a corroded cold-water tank had burst, damaging both the primary and backup hot-water pumps and resulting in a complete loss of water supply on Thursday 12 March. This led to the temporary closure of catering facilities and therefore the College was required to close for the day, resulting in the loss of one day's learning for students. Replacement parts were ordered and installed on the Friday evening, allowing the issue to be resolved swiftly. The Chair emphasised the importance of robust business-continuity arrangements for such incidents. The Chief Operating Officer acknowledged the disruption and confirmed that a new Interim Director of Estates has been appointed to strengthen oversight and resilience.</p> <p><b><i>The Governing Body resolved to note the report.</i></b></p> |  |
| 4.3 | <p><b>Progress against Strategic Plan/Scorecard</b></p> <p>The Principal presented the updated Strategic Plan Scorecard, noting that this was the second occasion the full Board had received a consolidated overview, initially in October and now showing progress against the 17 strategic targets, structured across the four Strategic Plan cornerstones. He reminded governors that the Strategic Plan spans five years, and while progress was visible in several areas, others were not yet as advanced as intended. Work continues to strengthen performance in these areas, and governors were advised they would hear further detail on environmental sustainability later in the meeting.</p> <p>During discussion, governors asked whether areas identified as not on track were also reflected in the risk register. The Principal confirmed that they were and advised that the new Chief Operating Officer would be reviewing and strengthening the reporting arrangements.</p> <p>Governors queried the position on carbon emissions, noting that the target had been rated as <i>needs intervention</i> since October and expressing concern about the lack of detailed information available. The Principal acknowledged this, explaining that the College had been without a substantive Chief Operating Officer for some time. He confirmed that further work, likely including a refreshed baseline carbon report, would be required and was now underway following the COO's appointment.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |  |

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|           | <p>The Board noted that while some targets were progressing well, others, particularly within environmental sustainability, still required focused attention. The Principal reported that plans were now in place for most of the areas requiring improvement, and the new COO would support accelerated progress.</p> <p><b><i>The Governing Body resolved to note the update to the scorecard.</i></b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |    |
| 4.4       | <p><b>Environmental Sustainability</b></p> <p>The Deputy Principal/CEO and the Chief Operating Officer delivered a presentation covering the external expectations and regulatory requirements relating to sustainability, the College's sustainability objectives and framework, progress made to date on sustainable practices, and the next steps aligned to the AoC Climate Action Roadmap.</p> <p>The Chair noted that the Board had requested this update in light of the area's current rating within the Strategic Scorecard and its prominence in strategic reporting.</p> <p>The Chair asked what the Strategic Leadership Team (SLT) had in mind when the area was assessed as requiring <i>intervention</i>. The Principal explained that SLT had been concerned that progress had not advanced as quickly as intended. With the appointment of the new Chief Operating Officer, the College now had the leadership capacity and expertise to establish a clear position and accelerate work in this area. He anticipated that by September the College should see measurable progress and tangible outcomes.</p> <p>The Deputy Principal outlined ongoing work with staff on approaches to embedding sustainability within the curriculum. She noted that significant ideas had emerged and emphasised that leadership across the College, not only within specific roles, would be essential to driving the agenda forward.</p> <p>Governors queried the aspiration and practical mechanisms for integrating sustainability into the curriculum, observing that measures had not yet been articulated. The staff governor responded that the ambition was to align this work with the <i>Brilliant Futures Pledge</i> by equipping students to navigate an increasingly volatile environment. She emphasised the need to first build a consistent, college-wide understanding among teaching staff before meaningful measurement could take place.</p> <p>Governors reflected on staff workload, noting feedback from the recent staff survey and emphasising the importance of ensuring that sustainability requirements are integrated in a way that staff feel able to adopt, rather than as an additional administrative burden.</p> <p>Julia Histon suggested the use of the Board paper cover sheet, which can provide an avenue for SLT members to flag environmental sustainability considerations within their reports.</p> <p><b><i>The Governing Body resolved to note the presentation.</i></b></p> | PC |
| <b>5.</b> | <b>Education Quality &amp; Students</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |    |
| 5.1       | <p><b>Q&amp;C Committee Chair Report</b></p> <p>The Chair of the Quality &amp; Curriculum Committee presented her report, noting that the Committee had covered a substantial range of activity at its meeting on 10 February 2026, as summarised in the circulated paper. She drew the Board's attention in particular to two areas:</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |    |

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|     | <ul style="list-style-type: none"> <li> <b>Student Engagement and Student Voice</b><br/> The Committee had been encouraged by the significant progress made in strengthening student engagement and gathering student voice across a wide range of themes. The Committee Chair commended the work undertaken to deepen student participation and ensure that insights are influencing decision-making. </li> <li> <b>AI and Digital Innovation</b><br/> The Committee had received a detailed and informative presentation on artificial intelligence, noting the value of the complementary scrutiny also undertaken by the Audit Committee. The Committee Chair emphasised that AI is a broad and far-reaching area with implications for teaching, learning and assessment. The Committee is to continue to monitor developments closely to ensure that the College remains alert to both opportunities and risks. </li> </ul> <p>The Committee Chair invited questions; none were raised.</p> <p><b><i>The Governing Body noted the Committee Chair's report.</i></b></p>                                                                                                                                                                                                                                                                                                                                                                                       |  |
| 5.2 | <p><b>Student Experience Report</b></p> <p>The Director of Student and Apprentice Services provided a brief overview of the Student Experience Report. He highlighted that the UCAS process continues to run smoothly, with strong internal systems now in place to support applications. He reported significant improvements in bursary retention across all groups, noting that targeted interventions and early support have had a positive impact on continuation rates.</p> <p>The Director also drew attention to the high levels of student engagement observed in recent activity, including Competitions Week, Industry Week delivered as part of the Brilliant Futures Pledge, and a broadening range of Student Union social-action campaigns. He confirmed that next steps include the establishment of a new UCAS Working Group for the 2026/27 cycle and the recent recruitment of additional Progress Coaches to strengthen pastoral support and monitoring.</p> <p>During discussion, James Farrar encouraged the College to ensure continued engagement with the Combined Authority to identify further opportunities for support, particularly in relation to UCAS and wider extracurricular provision. The Director acknowledged this and noted the valuable role student governors already play in supporting their peers with UCAS and progression-related activity.</p> <p><b><i>The Governing Body resolved to note the report.</i></b></p> |  |
| 5.3 | <p><b>Student Voice Update</b></p> <p>The Board received a presentation from the two Student Governors, delivered in collaboration with the Director of Student and Apprentice Services. The Chair reminded governors that strengthening student voice remains a key strategic priority and noted that the insights presented at the recent Quality &amp; Curriculum Committee, demonstrating the excellent progress being made in amplifying student voice and the continued work underway to improve in this area, would be shared with all governors at the next Board meeting to support collective understanding and oversight.</p> <p>The Student Governors shared updates on Culture Week, student opportunities, employer and university engagement, clubs and enrichment,</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |  |

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|           | <p>and wider aspects of student life across the College. Their delivery was engaging and governors welcomed the opportunity to hear directly from students about their experiences and the impact of recent initiatives.</p> <p>The presentation concluded with an interactive True or False quiz about student clubs and activities, which was very well received and provided an enjoyable way of involving governors in the session.</p> <p>The Director of Student and Apprentice Services commented that he was pleased with the progress being made across the student experience workstreams. While acknowledging that there is still further progress to achieve, he noted that developments are moving in the right direction.</p> <p>Governors expressed their appreciation for the time, thought, and effort the Student Governors had put into preparing the presentation and emphasised the value of hearing directly from students.</p> <p><b><i>The Governing Body resolved to note the presentation.</i></b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |  |
| <b>6.</b> | <b>Audit &amp; Risk</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |  |
| 6.1       | <p><b>Audit Committee Chair Report</b></p> <p>The Chair of the Audit Committee presented her report, summarising key matters discussed at the Committee meeting held on 5 March 2026.</p> <p>She highlighted that a significant part of the meeting had been dedicated to a deep dive on Artificial Intelligence, building on work undertaken last year. The session had proved valuable in clarifying the respective governance roles of committees in relation to AI, with the Audit Committee maintaining a particular focus on risk, controls and compliance.</p> <p>The Committee expressed its thanks to Heidi Fraser-Krauss for sharing sector insights, including Jisc's AI maturity model. It was noted that Jisc operates a recognised maturity benchmarking framework, and the Committee agreed to work through the associated matrix and review the College's position at its next meeting. A short synthesis of AI discussions, produced using AI, had been included in the Board pack for information.</p> <p>The Committee Chair drew governors' attention to the outcomes of recent internal audits, particularly the reports on GDPR and Freedom of Information, which emphasised the growing impact of AI-generated correspondence on case complexity, and the Cyber Security Maturity Assessment, which demonstrated positive progress and strong controls.</p> <p>The Committee reviewed the Strategic Risk Register, including consideration of whether the Financial Sustainability risk could be removed. The Committee Chair advised that the Committee felt it should remain until year-end results were confirmed. Governors noted that removing the risk at this stage would leave only a small number of risks on the strategic register, and discussion took place regarding the value of bringing greater visibility of operational risks.</p> <p>During discussion, the Governing Body Chair invited reflections from governors on whether the financial risk should remain on the register. The Chair of Finance and General Purposes Committee confirmed his view that retaining it was appropriate. James Farrar highlighted an approach whereby operational risks are escalated to the strategic register only when they reach a red rating.</p> |  |

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|           | <p>The Principal advised that responsibility for the strategic risk management framework was being handed over to the Chief Operating Officer, who would be evolving the approach. The Governing Body Chair noted that governors would welcome sight of the COO's planned enhancements, including the way operational risks will feed into strategic oversight.</p> <p><b><i>The Governing Body resolved to note the report.</i></b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | PC |
| 6.2       | <p><b>Strategic Risk Monitoring</b></p> <p>The Board received an update from the Principal on the current Strategic Risk Register and the ongoing monitoring activity undertaken by the Strategic Leadership Team. The updated register, reviewed by Audit Committee earlier in the cycle, was noted.</p> <p>He provided a verbal update on developments since the paper was issued, highlighting continued work to strengthen controls across the key risk areas. During discussion, a governor referred to the cyber security webinar she had attended and expressed that she remained unclear about how the College ensures the safety and resilience of its systems in light of increasing threats. She referenced recent high-profile incidents affecting organisations such as M&amp;S and Land Rover, noting the importance of maintaining high vigilance.</p> <p>In response, the Principal confirmed that an external cyber security audit had recently been completed to assess the organisation's maturity, and findings indicated improvements compared to previous years. He acknowledged the need for continued strengthening and advised that he would ask the Head of IT Services, to provide governors with a further update on the College's cyber security arrangements and how the organisation keeps staff and students safe online.</p> <p>The Board noted that cyber security remains an area of elevated risk nationally and agreed on the importance of continuing to monitor developments, enhance controls, and build organisational resilience.</p> <p><b><i>The Strategic Risk Register was received and noted.</i></b></p> | KM |
| <b>7.</b> | <b>Finance &amp; Resources</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |    |
| 7.1       | <p><b>F&amp;GP Committee Chair's Report</b></p> <p>The Governing Body received the Committee Chair's report from the Finance &amp; General Purposes Committee, summarising key areas of scrutiny and assurance arising from the meeting held on 11 February 2026.</p> <p>The Committee Chair highlighted the main points from the written report, noting the College's strong overall financial position and the continuing forecast of a positive year-end outturn. Current projections indicate a surplus of approximately £600k by year end, reflecting prudent financial management and strong performance in several income streams.</p> <p>Governors discussed the Committee's review of the Business Continuity Plan (BCP). It was noted that governors had suggested further enhancement of the plan, including scenario testing, wider consideration of departmental-level contingencies and alternative accommodation options.</p> <p>A detailed discussion took place regarding physical security of the estate. the Committee Chair had queried whether the College's current position represented a balanced judgement and whether maintaining existing arrangements remained appropriate.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                              |    |

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|     | <p>The Principal outlined the Committee's extensive debate on the matter and emphasised that physical barriers alone do not prevent incidents. He highlighted that over 92% of sector recorded incidents involve individuals who are legitimately on site, meaning vigilance, culture, and staff confidence in challenging unidentified individuals remain the most effective mitigations. He also noted that the College's physical environment and location differ significantly from other FE estates, influencing the proportionality of potential measures.</p> <p>The Director of Student and Apprentice Services reported that students are regularly surveyed on their sense of safety, with confidence levels consistently high.</p> <p>A governor reiterated previous concerns about the College's response mechanisms rather than solely entry-point controls. She emphasised the importance of ensuring staff at welcome points are well-supported and that broader contingency planning continues to be strengthened.</p> <p>The Principal confirmed that further work is under way to evaluate alternative options and ensure the College's overall risk posture remains robust.</p> <p>The Governing Body Chair noted that the Committee appeared to have considered the matter thoroughly, and governors welcomed confirmation that the Committee Chair and members would revisit the discussion at a future F&amp;GP meeting following ongoing work.</p> <p><b><i>The Governing Body resolved to note the Committee's update.</i></b></p>                                                                                                                                                                                                                                                                                           |  |
| 7.2 | <p><b>January management accounts and end of year financial forecast</b></p> <p>The Board received the January Management Accounts and the updated full-year financial forecast, noting that the College continues to perform ahead of the approved budget. The mid-year position remains strong, with income and expenditure broadly tracking favourably, and the financial outlook expected to remain stable for the rest of the year. Cash flow performance was reviewed, with governors noting the healthy cash position and the assurance this provides for operational resilience.</p> <p>A supplementary appendix containing a reserves analysis was also presented. The Chief Operating Officer explained the purpose of the appendix, which provided additional context on reserve levels and what they indicate about the College's underlying financial strength.</p> <p>During discussion, governors referred to the Executive Summary highlighting an adverse variance of £22k in agency staffing costs and queried whether this reflected a temporary pressure. They noted that recent student satisfaction feedback referenced tutor disruption in some areas and asked whether agency usage at this point in the year was unusually high and whether there was any potential impact on the student experience.</p> <p>The Principal confirmed that agency staff had been required to cover vacancies while recruitment processes were completed, but all permanent posts had now been filled and therefore agency reliance should decline. Governors considered the wider position on agency staffing and compared this with emerging intelligence from other colleges. The Chief Operating Officer noted that staff turnover at York College remains low relative to sector norms, which supports stability in the medium term.</p> |  |



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|           | <p>Governors thanked the Chief Operating Officer for the capital expenditure summary and asked when a more detailed investment plan would be available. He confirmed that priority investment areas had now been identified, and that a fully costed plan would be ready to bring to the next meeting of the Finance &amp; General Purposes Committee.</p> <p>Governors emphasised the need for the development of a permanent rolling capital and maintenance plan, covering a 3–5 year horizon, so that both proactive and reactive maintenance can be managed strategically. Governors reiterated that they had been seeking this level of forward planning for some time and welcomed confirmation that the work is now underway under the new leadership arrangements.</p> <p><b><i>Following discussion, the Governing Body resolved to note the Management Accounts and the financial forecast.</i></b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |  |
| 7.3       | <p><b>Potential 2026-27 Budget Challenges</b></p> <p>The Board received the report on the potential budget challenges for 2026–27 and noted that the Finance Team is currently in the early stages of pulling the budget together. The Chief Operating Officer confirmed that the intention at this point was to highlight the emerging issues and invite any initial steers from governors that would be helpful in shaping the next iteration of the budget.</p> <p>The Governing Body Chair noted that the College’s utilities contract is due to expire and asked whether this had been factored into planning. The Chief Operating Officer confirmed that work on utilities procurement is already underway to ensure any cost changes can be modelled into the budget appropriately.</p> <p>Governors asked about opportunities to incorporate renewable energy options into forward planning. Governors encouraged the Chief Operating Officer to ensure that governors are involved in any significant decisions relating to cost exposure or long-term commitments in this area.</p> <p>The Chief Operating Officer highlighted the key positives identified within the paper, including the strong 16–18 funding outlook, stable apprenticeship numbers, and helpful movement in pension and national insurance grant positions, all of which will support the planning process.</p> <p>Governors were assured that scenario modelling is being developed and that further discussion will take place as more budget assumptions crystallise over the coming weeks.</p> <p><b><i>The Governing Body resolved to note the report.</i></b></p> |  |
| <b>8.</b> | <b>Governance</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |  |
| 8.1       | <p><b>Membership Succession Planning Update</b></p> <p>The Director of Governance provided an update on the membership succession planning activity and current recruitment cycle. She reported that the new phase of the recruitment campaign with Peridot Partners has now commenced, with the first stage of their targeted search progressing very well. Peridot have so far contacted around 160 individuals, with 10 candidates already expressing clear interest in joining the Board following initial exploratory discussions. At this point in the process, interest had been noticeably stronger for the Chair of Audit and Independent Governor roles than for the Chair of People &amp; Governance Committee position.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |  |

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|           | <p>Governors were updated on the recruitment timeline, noting the following key dates:</p> <ul style="list-style-type: none"> <li>• Closing date: 22 April</li> <li>• Shortlisting: 29 April</li> <li>• Interviews: Second week of May</li> </ul> <p>It was noted that recommendations to appoint new governors are to be brought back to the Governing Body. The Director of Governance also reported that six expressions of interest had been received for the Staff Governor vacancy. These candidates will now be invited to informal discussions with representatives of the People &amp; Governance Committee, with a recommendation brought to the Board in due course. She encouraged governors to support the process by participating in interview panels for both Independent and Staff Governor appointments.</p> <p>During discussion, Julia Histon reiterated a point she had raised previously concerning the additional workload placed on committee chairs, who not only lead their own committees but are also required to attend both the People &amp; Governance Committee and the Remuneration Committee. She emphasised the importance of ensuring this is factored into the recruitment and selection process for new committee chairs. The Chair acknowledged this point and confirmed that it would be picked up at the next meeting of the People &amp; Governance Committee.</p> <p><b><i>The Governing Body resolved to note the report.</i></b></p>                                                                                                                                                                                                                                                                                            | <p>CB</p> <p>CB</p> |
| <b>9.</b> | <b>PART 2</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                     |
| 9.1       | <p><b>Consent Agenda</b></p> <p>The Director of Governance reminded members of the purpose of the consent agenda, explaining that it allows the Board to approve a range of documents collectively, all of which have already been reviewed in detail and recommended for approval by the relevant committees. Governors are invited to request the removal of any item should they wish to discuss it separately.</p> <p>The following documents were presented for approval:</p> <ul style="list-style-type: none"> <li>• Safeguarding Policy, updated in line with <i>Keeping Children Safe in Education (2025)</i> and associated statutory requirements.</li> <li>• Financial Regulations, revised to reflect the updated procurement thresholds, revised authorisation levels, and changes arising from the Procurement Act 2023.</li> <li>• Quality &amp; Curriculum Committee Terms of Reference, updated to reflect current regulatory expectations and alignment with strategic priorities.</li> <li>• Business Continuity Plan, streamlined for ease of use and supported by more detailed linked documents.</li> </ul> <p>The Chair also highlighted that the Special Severance Payments Policy was included within the consent pack. This policy introduces clearer structure and process in line with the College Financial Handbook that sets out when colleges must obtain DfE approval before making a severance payment offer. The policy also sets out the approval route via the Chair of the Board and the Chair of Finance and General Purposes Committee.</p> <p>It was noted that all documents included in the consent agenda had been scrutinised through the appropriate committees prior to being presented for final approval by the Board.</p> |                     |

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|      | <b><i>The Governing Body approved all items within the consent agenda.</i></b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |       |
| 10.  | <b>SUMMARY MATTERS</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |       |
|      | <p><b>Key messages to communicate to staff</b></p> <p>This item was included on the Board agenda to highlight the intention to begin sharing key messages and, where appropriate, decisions from Board meetings, with staff. This follows feedback from the staff survey, where colleagues expressed a desire to better understand the work of the Governing Body and to feel more connected to its discussions and oversight. The Chair of the Governing Body and Director of Governance are to agree an approach for how these messages are communicated and the format to be used.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | CB    |
| 10.1 | <p><b>Any Other Business</b></p> <p>The Principal drew governors' attention to the overseas travel request included within the final pages of the meeting pack, relating to the proposed student visit to York, Pennsylvania. Governors confirmed that they were content to approve the request, noting the educational value and the appropriate risk management arrangements in place.</p> <p>During discussion, governors suggested improving the clarity of future overseas travel requests, particularly regarding purpose, costs, safeguarding and risk assurance. that the wording within future overseas travel papers could be made clearer, particularly in relation to the purpose of the visit, cost implications, and assurance around safeguarding and risk assessments. This was noted</p> <p><b><i>The Governing Body approved the overseas travel request.</i></b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | KM/CB |
| 10.2 | <p><b>Subcontracting arrangement</b></p> <p>The Principal introduced the request for approval of an additional subcontracting arrangement for 2025/26, explaining that although the College had not originally planned to increase subcontracted delivery this year, an opportunity had arisen following an approach from The College Partnership to support delivery at the British Army base in Catterick. The proposal involves delivering Functional Skills English and maths to individuals seeking to meet the basic entry requirements for Army recruitment. Demand for this provision in North Yorkshire is strong, and the activity would utilise up to £60k of Adult Skills Fund allocation, already available within the College's Combined Authority funding envelope.</p> <p>The Principal confirmed that York and North Yorkshire Combined Authority had been consulted and were supportive. He also noted that, should this partnership be successful, there is potential for expanded delivery next year and possibly a small amount of 16–18 study programme subcontracting, though any such proposals would return to the Board for separate approval.</p> <p>Governors asked whether The College Partnership is a profit-making provider. The Principal clarified that they are a private company with a range of individualised partnerships nationally. Governors also queried whether the College might consider bidding directly to the Ministry of Defence for similar work in the future. The Principal confirmed this could be explored regionally, and that developing capacity to bid directly may present a longer-term opportunity for the College.</p> <p>Following discussion, governors confirmed they were content to approve the proposed subcontracting arrangement, subject to the usual due-diligence checks.</p> |       |

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|     | <b><i>The Governing Body approved the additional subcontracting arrangement for 2025/26.</i></b> |  |
| 11. | <b>Date of Next Meeting</b><br>9 July 2026                                                       |  |

Approved